

Gift

Henry J. Franklin

Feb. 14, 1952

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.
1924

New England Cranberry Sales Co.

MIDDLEBORO, MASS.

REPORT AND ADDRESSES

AT THE

ANNUAL MEETING, APRIL 8, 1924

List of Officers for 1924-'25

BRIDGEWATER, MASS:

ARTHUR H. WILLIS, PRINTER

1924

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1924

President.

G. R. BRIGGS, Plymouth.

First Vice-President.

J. C. MAKEPEACE, Wareham.

Second Vice-President

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Directors.

G. B. Allen, No. Rochester.	Walton Hall, Marshfield.
E. D. Atwood, So. Carver.	I. C. Hammond, Onset.
L. B. R. Barker, Bournedale.	Z. H. Jenkins, W. Barnstable.
S. A. Besse, East Wareham.	J. C. Makepeace, Wareham.
G. R. Briggs, Plymouth.	W. F. Makepeace, W. Barnstable.
J. M. Bump, Carver.	W. T. Makepeace, Marston's Mills.
J. F. Carleton, East Sandwich.	C. W. Maxim, No. Rochester.
G. H. Chandler, Marshfield.	W. E. R. Nye, Sagamore.
J. W. Churchill, Plymouth.	L. M. Rogers, So. Carver.
G. A. Cowen, Rock.	E. L. Sampson, Plymouth.
L. A. Crowell, East Dennis.	Paul E. Thompson, Middleboro.
R. A. Everson, So. Hanson.	W. A. Tillson, So. Carver.
H. J. Franklin, East Wareham.	Carl B. Urann, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, So. Hanson.
S. B. Gibbs, West Wareham.	T. T. Vaughan, Carver.
H. S. Griffith, So. Carver.	C. E. Weston, Middleboro.
Colburn C. Wood, Plymouth.	

Executive Committee.

G. R. Briggs, Plymouth.	C. W. Maxim, No. Rochester.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	M. L. Urann, So. Hanson.
Z. H. Jenkins, W. Barnstable.	Colburn C. Wood, Plymouth.

Auditing Committee.

R. S. Gibbs, West Wareham.	A. A. Thomas, Middleboro.
T. T. Vaughan, Carver.	

Picking Machine Committee.

L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
S. B. Gibbs, West Wareham.	W. T. Makepeace, Marston's Mills.
I. C. Hammond, Onset.	W. E. R. Nye, Sagamore.
Z. H. Jenkins, West Barnstable.	Paul E. Thompson, Middleboro.
T. T. Vaughan, Carver.	

Screening House Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, West Barnstable.
A. D. Benson, Middleboro.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	E. L. Sampson, Plymouth.
Colburn C. Wood, Plymouth.	

Half Barrel Box Committee

L. B. R. Barker, Bournedale.	I. C. Hammond, Onset.
G. R. Briggs, Plymouth.	Z. H. Jenkins, West Barnstable.
A. D. Benson, Middleboro.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

Directors of American Cranberry Exchange.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF ANNUAL MEETING

The fifth annual meeting of the members of the New England Cranberry Sales Company was held at Carver Town Hall, Carver, Mass., on April 8, 1924, being called to order by the President at 11.15 A. M.

After the reading of the call for the meeting, the records of the last meeting were read and approved.

Mr. Briggs made a very interesting address to the members, following which the Treasurer gave a summary of the season's business.

Mr. Griffith read a paper regarding condition and size of the berries as found by the inspectors.

The Chairman of the Picking Machine committee advised the members in regard to the present status of the machine and prospects for its development.

It was moved, seconded, and duly voted that the meeting proceed to the election of officers, and that Mr. Chester E. Weston serve as Clerk of the election.

Motion was offered by Mr. Weston, seconded and voted that the nomination for the six New England Directors to the American Cranberry Exchange be made upon the same ballot as that used for the election of the Company's Directors.

The polls were declared open at 12.10 P. M., and were closed at 12.35 P. M., all having voted who wished to do so.

Recess for lunch was taken at 12.40, and the meeting reconvened at 1.45 P. M.

Mr. A. U. Chaney gave report of sales conditions during the past season, results obtained by advertising, and average sales prices for the various varieties of berries.

His talk was illustrated by the use of charts and lantern slides.

Mr. V. A. Saunders of the New England Crop Reporting Service was asked to address the meeting as to the work being done in regard to the estimating of the cranberry crop. In his talk he asked for the co-operation of the members in making reports of their crops, and explained the needs of his department.

Reports were read by Mr. McKinstry and Mr. Childs of the advertising agency, and Mr. McMullen spoke in regard to the value of the advertising work which had been done during the past few years.

It was moved by Mr. Makepeace, seconded and duly voted that the thanks of the members be extended to Mr. McMullen for his interest and services given to the American Cranberry Exchange and the Sales Company during the past season.

The following resolution was offered by Mr. Makepeace, seconded by Mr. Trufant and unanimously voted:

WHEREAS, We are informed that the funds provided for carrying on the New England Crop Reporting Service are inadequate for its minimum needs, and which will not enable it to give an adequate reporting service on cranberries, therefore,

BE IT RESOLVED, By the members of the New England Cranberry Sales Company, at the annual meeting at Carver, Mass., April 8th, 1924, that the Massachusetts Legislature be, and is hereby requested to appropriate to the Division of Markets, State Department of Agriculture, to be applied to the Crop Reporting Service, a sum of money not less than Ten Thousand Dollars (\$10,000.00) per annum, and that a copy of this resolution, signed by the President and Secretary, be mailed with an appropriate letter to Dr. A. W. Gilbert, Commissioner of Agriculture, to the Chairman of the Committee on Agriculture, and to the Governor of the Commonwealth of Massachusetts.

The matter of the amount of advertising assessment was then brought to the attention of the members, and after discussion it was duly voted that the Directors of the New England Cranberry Sales Company be now authorized to levy an assessment or tax of 25 c per barrel, on cranberries marketed from the 1924 crop, the proceeds to be expended for advertising or other special service relating thereto but for no other purpose.

It was moved by Dr. Franklin, seconded, and voted that a standing committee of not less than three or more than five members be appointed by the chair, to be given the name of Improvement Committee, to investigate and recommend to the members any matters for the betterment of the cranberry industry. Twenty-two members voted in the affirmative and six in the negative. The Chair appointed as this committee, M. L. Sturgis, R. C. Swift, N. F. Rutherford, Wm. Crowell, H. L. Gibbs.

Mr. Rutherford moved, it was seconded and duly voted that the chairman appoint a special committee from the Board of Directors to study the marketing problem as regard Odd Varieties of cranberries. The following were appointed as members of this committee: L. B. R. Barker, L. A. Crowell, I. C. Hammond, E. L. Sampson, T. T. Vaughan.

The meeting adjourned at 5.10 P. M.

A. D. BENSON,
Clerk.

PRESIDENT'S ADDRESS

Although it is many years since our co-operative Sales Companies, operating through the American Cranberry Exchange, seemed less effective in steadying the market, or since that market failed so widely from following the course which the Exchange planned for, I believe that no season has emphasized more strongly the importance of co-operation,—yes, the *necessity* of closer co-operation than our growers have ever attained, if we are to avoid disastrous years in marketing our cranberries.

It is true that the crop was large,—larger than we estimated,—and that there were heavy crops of some other fruits, but the consumptive demand was distinctively greater than ever before,—stimulated by the cumulative effect of our advertising and by other favorable influences. Therefore we are confident that, if it had been practicable to know approximately the total quantity of berries to be sold, and to distribute shipments in conformity with the demand, through closer co-operation, the whole crop could have been sold, *and used*, on a price basis which would have been satisfactory to consumers, tradesmen, and all growers who take pains to know conditions and to view them reasonably.

While it is convenient for most growers to sell their cranberries promptly after the harvest, and to dispose of their whole crops before winter sets in, we must realize that this cannot be done in big-crop years unless conditions are exceptionally favorable. Growers who make no provision for safe storage after cold weather comes,—preferring to sell at whatever prices are obtainable at the time that it is convenient for them to ship,—must be prepared to accept low prices, without complaint, when conditions are unfavorable for their plan of marketing. Some, proba-

bly do this; but I fear that they do not realize how seriously their improvident method affects their neighbors, and, also, their own best interests.

The great majority of individuals feel that their own shares in the marketing of the cranberry crop are so small that it can make no difference what they, as individuals, do. So each feels little, if any, responsibility toward the others, and seeks to suit his own convenience, and concerns himself only with the immediate problem. Perhaps it is best not to seek to interfere with this natural attitude of growers who, consistently, raise *very* small crops; but the experience of the closing season should prove to any grower who looks ahead, that far too many berries are shipped indiscriminately,—their destination determined by chance, of by dealers or agents who have not the facilities to distribute them wisely. Such growers will realize, even if they had the good fortune to clean up their crop early and satisfactorily *this* year, that, under this hit-or-miss system, many growers shipped lots which did not pay expenses, that under the same system the tables may be turned next year; that they cannot depend upon the American Cranberry Exchange in the future to stand aside while they unload their crops; and that if a general scramble to ship ensues at any time,—as is almost certain to happen under such conditions as prevailed the past season,—the result will be disastrous to every grower who depends upon the proceeds of his cranberries for his living expenses.

Every large fruit growing section of the country has experienced such difficulties, losses, and waste, due to the satisfaction that a considerable part of the growers have taken in conducting their business without regard to their neighbors. It has been demonstrated many times,—and is being demonstrated in other lines than ours today,—that without co-operative, orderly marketing a considerable share of any large crop, under ordinary conditions, is wasted, and that the reasonable value of the remainder

cannot be secured,—all this without compensating advantages to anyone concerned.

The flood of cranberries turned into many of the best markets of the country, at the best selling season of the year, demoralized them completely. Dealers would not continue to handle cranberries, and consumers passed them by. It is difficult for a market to recover from such conditions. Some of the best winter markets were lost for the season; but, by biding its time and encouraging in every practicable way the markets which had been overlooked by hap-hazard shippers, the American Cranberry Exchange will probably clean up the balance of the crops entrusted to it. It kept at a minimum the shipments during the weeks when other agencies were shipping recklessly and persistently, but it required great patience, and confidence in a prolonged and persistent demand among consumers, to pursue this course.

And here our expenditures for advertising paid us, I believe, good dividends,—although a superficial view of the situation might lead to a different conclusion. How can we explain the unusual demand for cranberries during the winter months in the Southwest and on the Pacific Coast,—in markets which usually neglect cranberries in winter,—unless our advertising was a contributing factor? These markets were too far away to receive the reckless consignments of timid shippers and, therefore, were in a condition to receive freshly packed berries from the Exchange. Thereafter they were supplied in orderly fashion and the demand for cranberries in those markets was sustained far beyond the customary time. Here was demonstrated how intelligent distribution, directed by a single agency with facilities for keeping in close touch with every market, can succeed even when hampered by most discouraging conditions in other fields where orderly marketing is impossible on account of destructive competition.

These facilities of the Exchange for knowing condi-

tions,—unmatched by other selling agencies, because its acquaintance with the trade and wide experience greatly excel those of competitors,—were much increased by the investigations of the service men who canvassed the important markets as a part of our advertising plan. The specific business of these crews was to encourage retailers to carry “Eatmor” Cranberries and to push their sale; but, incidentally, they learned that retailers,—with hardly an exception,—made it a practice to buy a single package at a time, and consequently were furnishing fresh cranberries to their customers. Moreover this proved that the share of our shipments that was being *consumed*, was quite unusual and, consequently, that more cranberries were being eaten than in any previous year; that the movement from grower to user was more direct; that consumers’ demands must be met by shipments from growers, and not from reserves in dealers’ storehouses. This knowledge was invaluable to the Exchange. It warranted the confidence with which it refused to sacrifice its berries in competition with the desperate efforts of less well-informed shippers to unload, and it justified its course in waiting until these ill-timed shipments should be out of the way. There were more of these shipments than we estimated, and they killed business in many markets. Some of our own shipments were caught in the slump which followed,—enough to suggest what would have happened if we had forced shipments further in December.

Of course an inevitable result of holding berries,—even good Howes,—through January and February is a considerable shrinkage in quantity; so that it is natural to question whether an improved price later, compensates for such shrinkage. No doubt some of our members have criticised the Exchange for following the course that it did. Let us study the matter in the light of what really happened.

Supposing, for the sake of argument, that we could

have shipped freely in December without depressing the market further, it is fair to assume that the increased shipments would not have netted more than our *surplus, forced shipments* yielded,—certainly not over \$2.50 per box. At this price a shipment of 100 boxes of Eatmor cranberries would have returned \$250.00 gross. From this deducting 55c for the package, 15c (estimated) for screening and packing in December; 6c for carting and loading; 17½c (7 per cent.) for selling expense; 25c for advertising,—amounting to \$1.18½ per box,—leaves \$131.50 as the net proceeds of the berries.

If an equal quantity of similar berries had been kept until March, and we estimate the shrinkage at 40 per cent., there would have been 60 boxes which might have brought \$3.75 per box, or \$225.00 gross. Deducting 55c for package, 30c for screening (double the estimated cost in December), 6c for carting; 26¼c (7 per cent.) for selling, and 25c for advertising,—a total of \$1.42¼ per box, or \$85.35 for the 60 box lot,—leaves \$139.65 as the net proceeds of the berries, which is \$8.15 more than for the December shipment. In this calculation we have made an extreme allowance for shrinkage and a liberal estimate for the proceeds of forced shipments. If our estimates of costs are fair,—as we believe that they are,—we see that we should have secured less money for our crop if shipments had been forced in December,—even if the market could have absorbed larger shipments without greater loss in values. But few will question that forcing shipments on an overloaded market is sure to depress it, and likely to result disastrously.

Even if our own immediate interest had not led us to pursue the course we followed, it was a duty that we owed our customers to support the market in every reasonable way. The Exchange, acting on the best information that it could obtain, made the price for Howes and took orders from its customers for their requirements. When the mar-

ket began to weaken, owing to circumstances beyond its control, it was the duty of the Exchange to use its influence to sustain the market. If it had cut prices and joined in the race to be first to "clean up," it would have lost the confidence and respect of its customers unless it had been prepared to offer to them compensating rebates; and in the demoralization which would have resulted from a general scramble to unload, there would have been no basis for determining such rebates.

Perhaps the Exchange made too high a price on Howes. If such an error of judgment is disclosed promptly, it is practicable to correct it and to make adjustments with customers who have bought at the original price. This has been done in the past. But the problem was too complicated to be solved in that way the past season, and the Exchange determined to "heave to" the ship and wait for the storm to pass. It was a long storm and we have lost some of our outrigging, but the ship is safe and the harbor lights shine clearly.

In carrying out the policy of waiting, what a help the Company Storehouses have been to us! In these we cared for many lots which members could not protect with reasonable effort, and, so, we prevented the sacrifice in values which would have resulted from forcing them. Without the storehouses we should have been compelled to adopt methods which would have resulted in greatly increased waste.

The plan, authorized at the August meeting of the New England Cranberry Sales Company, of taking over for the account of the Sales Company, at the Company storehouses, under suitable regulations, lots of berries which members are not prepared to care for, was used for the first time this season and proved a great help in making our shipping more flexible to meet the requirements of an unusual market condition. On the whole it worked out well. Experience will doubtless aid in its development and administration.

We have in the past noted many circumstances which justify the conclusion that our expenditures for advertising have been profitable. From the nature of the case it is impossible to prove this with mathematical exactness, but the evidence is so strong that it is convincing. To doubt it requires ingenuity in seeking improbable explanations for known facts rather than the acceptance of natural ones. There is always danger of drawing hasty conclusions from insufficient data; but the accumulated experience from our experiments in advertising justifies the belief that they have been effective in broadening the market for cranberries and developing a decided preference among dealers and consumers for the "Eatmor" line.

While I do not question the wisdom of maintaining our scale of advertising, provided we have the co-operation of a larger membership, it has been proved that, in a year like the last, we cannot afford to assume the cost of such extended advertising and have equal opportunity with growers who do not co-operate with us in the distribution of the crop. If a further demonstration of the wastefulness of disorganized marketing is necessary to prove the value of orderly distribution, we must not be handicapped by an advertising charge which will not be repaid through the preference which it brings to our brands. We cannot, in a highly competitive market, bear the expense of popularizing berries *as a fruit*,—however advantageous such work may be to the industry. Orderly marketing is so vital to the success of that industry that it deserves our first consideration. The American Cranberry Exchange has always practiced orderly marketing, using every effort to accumulate the information necessary to accomplish it. Whenever, its influence has been dominant satisfactory results have followed. In the scramble of our neighbors to sell their crops more rapidly than consumers could use them, distribution could not be orderly; but the American Cranberry Exchange prevented a complete, irreparable slump by limiting ship-

ments to the minimum whenever markets were fully supplied. When the excessive shipments had been absorbed, *or wasted*, the Exchange, *in orderly fashion*, disposed of the balance of the crop.

We have had demonstrations in one season, therefore, of the value of co-operative marketing and of the waste and losses which follow disorganized methods; and, what is more alarming, of the certainty that *only through orderly marketing* can far greater waste and loss than occurred the past year be avoided in the future. I urge you to make this situation clear to your neighbors. The cranberry industry is the basis of prosperity for a large part of Southeastern Massachusetts. If it fails to maintain its stability as a safe and reasonably profitable business our own fortunes and those of all dependent upon it will be seriously affected. Do not let lack of information and shortsightedness among your neighbors remain an obstacle to their co-operation with the only agency in a position to distribute the crop in orderly fashion.

TREASURER'S REPORT

The past season has been a trying one, in fact, the most trying since I have served as the Treasurer and Manager of your Company. Market conditions have not been of the best, competition materially affected the disposition of the crop, and the quantity of berries shipped by our members has been the largest since the organization of the Company.

Realizing as we do the importance of accuracy in the estimating of the crop, we gave especial care to the assembling of the figures and obtained an estimate of 213,500 barrels as the quantity of the Company's shipments for the past season. Notwithstanding our efforts the total shipments have proved to be nearly seven per cent. greater than the estimates made in August.

A check-up on September 30th of the berries picked indicated that the Early Blacks would over-run the earlier estimate by only about 3,000 barrels, but actual shipments have been nearly 126,000 barrels as compared with the original estimate of 114,500 barrels, an increase of over 11,000 barrels.

On October 10th, we made a check of the Howes that had been picked to that date and a recheck was made on October 20th. This final estimate, 80,000 barrels, proved to be nearly correct, we having shipped 82,000 barrels of this variety. The shipments of Odd Varieties also have not varied greatly from our original estimate of 20,000 barrels.

From these figures you will note that the greatest error was in the estimating of the Early Blacks, and it is my opinion that the reasons for this are as follows:

First: The excellent quality of the berries resulted in less than the usual amount of shrinkage in screening.

Second: The great quantity of undeveloped berries, though not increasing the bulk, when graded from the

others, resulted in a large quantity of Pie berries, there having been shipped to date a total of over 5,500 barrels. Ordinarily shipments of pie berries amount to about 1,500 barrels.

Third: Growers in making their original estimates considered that many of the smaller berries would not develop. Many of them, however, did develop sufficiently to be labelled with the brand of Bluebird.

As an indication of the excellent quality of the berries as well as the improved screening facilities of our growers we call your attention to the fact that we placed for loading in the first eighteen days of the season a total of 235 cars, and our total shipments for the month of September amounted to over 59,000 barrels of Blacks. In October we shipped, of Blacks, approximately 36,000 barrels; in November 24,000 barrels, and had on hand December 1st about 4,500 barrels of this variety.

October shipments of Howes amounted to approximately 10,000 barrels,—November shipments 40,000 barrels, and December shipments 11,000 barrels, leaving on hand January 1st, what we then estimated to be 23,000 barrels.

The quantity of Blacks,—5,000 barrels—on hand November 24th, and the quantity of Howes—23,000 barrels—on hand December 29th, would not allow the closing of the long General Shipments on the intended dates. The Directors, therefore, authorized the extending of these shipments, and the putting into practice of the plan outlined by the President at the last Annual Meeting, and accepted at the Fall meeting of the members, whereby the Company should estimate the quantity of such lots of berries as growers desired to deliver to it at any of the Company packing houses.

This plan was tried in a small way with the Early Blacks, a total of 250 barrels being taken over by the Company.

The quantity of Howes on hand December 22nd, held

by eighty two of our members, and located in buildings not having frost protection necessitated the carrying out of this plan on a much larger scale. There was delivered to the Company an estimated quantity of 5,315 barrels of Howes at the Company screenhouses, in addition to those delivered earlier in the season by the usual patrons of the respective houses. Thus, on January 1st, we had in Company packing houses an estimated total of nearly 10,000 barrels of Howes.

Market conditions at that time, the low returns on berries shipped the latter half of December, and the inability of the owners of many of these berries to protect them against the winter weather, gives us an additional proof of the value of the Company storehouses, and the importance of their use in the distribution of the crop.

If the facilities of these houses had not been available, it is very probable that the larger part of the berries taken in by the Company at these places, would, of necessity, have been shipped before December 25th. It is my opinion that the amount of increased prices obtained for them, because of their storage here, rather than in the various markets of the country is sufficient to pay the entire cost of the erection of the buildings used. Furthermore, we should not overlook the additional advantages gained by having these berries in four houses from which prompt shipments could be made rather than in a large number of houses where facilities for screening during the winter months might not be adequate.

In view of these additional deliveries to the screenhouses the output from them has, of course, been unusually large. Through March 31st we had handled the following quantities at the respective houses:

	Bbls.	Boxes	Equal Bbls.
Tremont	1,190	12,167	7,273
No. Carver	2,832	17,835	11,749
Plymouth	1,704	15,174	9,291
West Barnstable	423	9,071	4,958
Harwich	33	2,780	1,423
	<hr/> 6,183	<hr/> 57,027	<hr/> 34,694

By retaining the berries at the Company packing houses, we were able, by March 1st, to have screened and shipped nearly all of the other berries on hand, and at a meeting of the Directors on March 7th, it was determined that the Howes General Shipment should be closed on March 15th. In accordance with that section of the By-Laws which permits the Directors to estimate the proceeds of sales of not over 5 per cent. of the quantity of any General Shipment, it was also determined to make an estimate of the quantity of the remaining Howes pledged to the General Shipment, as well as the proceeds of such lots. The carrying out of this plan allowed us to determine the averages of the shipment and to send out all statements on the Howes, as well as those of the Odd Varieties, by March 31st.

We have remitted to growers for cranberries shipped during the past year a total of \$1,490,112.82 for 229,830 barrel, or a net average to the members for all classes of berries of \$6.48.

The spirit of co-operation manifested by our members this season has been excellent in every respect, and was of great importance in making disposition of the crop. Such co-operation is greatly appreciated by your manager.

Respectfully submitted,

A. D. BENSON,
Treasurer.

TREASURER'S ACCOUNT FOR THE YEAR ENDING MARCH 31, 1924

Receipts

Reserved for expenses from year's sales	\$35,380.69	
Contingent Fund—Railroad Claims, etc.	1,977.04	
Truck Account	52.42	
	<hr/>	\$37,410.15

Disbursements

Interest and Discount	\$2,242.09	
Light and Heat	277.91	
Telephone and Telegraph	1,080.82	
Express, Freight and Carting	135.93	
Printing	215.10	
Stationery and Office Expense	743.31	
Postage	383.10	
Office Salaries	5,153.60	
Treasurer's Salary	4,500.00	
Treasurer's Expense	1,307.05	
General Expense	888.88	
Expense of Meetings	382.30	
Labels	4,729.00	
Insurance	125.00	
Taxes	254.60	
Inspectors' Salaries and Expenses	3,315.83	
Screenhouse Depreciation and Expense	2,401.24	
Advertising in Local Papers	66.25	
Merchandise	8.19	
Office Building	32.62	
Office Equipment	763.97	
	<hr/>	\$29,006.79
Balance over Expenses		<hr/> \$8,403.36

Cranberries

Paid growers during fiscal year	\$1,490,112.82
Advertising assessments for season	107,095.02
Shipments, equal in terms of barrels	229,830

AUDITORS' REPORT

The Auditing Committee begs to submit the following report showing the Assets and Liabilities of the New England Cranberry Sales Company for the year ending March 31, 1924.

In making audit of the books, all ledger accounts, bank accounts, and various items of receipts and payments have been checked by us. We have examined balance sheets of March 31, 1924, all Journal entries, and notes paid during the year, amounting to \$265,000.00. Vouchers have been properly filed and the inventories of the several properties have been entered on the books in accordance with the appraisal of the Directors.

Assets		Liabilities	
Amer. Cran. Exchange	\$13,475.00	Membership Fund	\$3,020.00
Accounts Receivable	36,801.98	Bills Payable	50,000.00
Cranberries	29,511.52	Operating Fund	50,858.65
Real Estate and Bldgs.	37,500.00	Reserve Funds	
Office Equipment	3,500.00	Season 1922	22,255.25
Screenhouse Equipment	4,275.00	Season 1923	8,403.36
Screenhouse Supplies	4,412.70	Mortgages	5,000.00
Engraved Plates	500.00		
Trademarks	150.00		
Merchandise	200.00		
Cash	9,211.06		
	\$139,537.26		\$139,537.26

ALBERT A. THOMAS,
T. T. VAUGHAN,
RUEL S. GIBBS,
Auditing Committee.

REPORT OF H. S. GRIFFITH

Chairman of Inspectors

It is evident that one controlling factor that enabled the selling agents to successfully market the crop of last season under such unfavorable conditions was the remarkable soundness of the fruit. Unlike other large-crop years we had very little trouble on account of rot and I think this condition goes farther in holding the co-operation of the trade than we are apt to consider. To emphasize this thought we have only to imagine what the condition would have been had the markets been loaded with decaying fruit with the packers desperately forcing their shipments.

To be in a position to know in advance what the keeping quality of the fruit is to be, is an advantage that appears to be equally apparent. If the selling agent knows at the opening of the marketing season that the fruit is of poor keeping quality he can plan accordingly. His problem then is to avoid overloading the markets and he should insist that the packers hold their stock until it can be moved without delay. This condition also has a relation to the price, and the growers should be in a position to co-operate, but in this matter we are in the dark unless we know in advance the quality of the fruit.

Our tests at the opening of the season were satisfactory and confirmatory of previous experiments. Dr. Stevens lent his incubator which was connected at the Tremont Packing house, and we had the hearty co-operation of Dr. Stevens and Dr. Franklin.

We made 28 tests that are a matter of record. The samples included 20 blacks, 2 Howes, 2 McFarlins, and one each of Black Vales, Searls, Stanlys, and Wales Henry.

Of the 20 samples of Blacks tested 9 developed no rot, 4 developed $\frac{1}{2}$ of 1 per cent. rot, and one each developed the

following percentage of rot: 4/10, 6/10, 1, 2, 2 1/2, 3 6/10 and 7. One sample of Howes developed 4/10 rot and one developed 5/10. One sample of McFarlins developed no rot and one developed 1 6/10 per cent. The Stanlys developed 2 per cent rot, and the Black Vales, Searls and Wales Henrys developed none.

Assuming that our tests were any where near 100 per cent. effective I would say that only two samples of Blacks tested developed rot to a degree that would render them an unsafe shipment to any market. In the light of our present knowledge I am unable to say what per centage of rot would mark a lot as an unsafe shipment but I may express the opinion that anything under three per cent. would pass as comparatively sound.

Perhaps the most remarkable result of our tests was in relation to sample of Stanly berries. This is one of the poorest keeping varieties we have, in a class with the Middleboro berry, and growers of the variety make a practice of shipping as promptly after harvesting as possible, and at that not always with satisfactory results. Last season, owing to market conditions, one grower of the variety held more than five hundred barrels for the Christmas trade and so far as rot is concerned his loss was negligible.

Of the 28 samples tested 18 were picked August 22, and 10 were picked September 7. The samples picked Aug. 22nd developed an average of 65/100 per cent. rot, while those picked Sept. 7th developed 1 21/100 per cent. It has been a question whether rot is or can be developed as rapidly in a partially green berry as it can in a fully ripe berry. This comparison would indicate that it cannot and this gives us a hint that we should have the fruit as ripe as possible when we make the initial tests in order to obtain best results. It also sheds light on our old theory, apparently well grounded, that Early Blacks harvested before they are fully ripe will stand up better than when they are permitted to get fully ripe on the vines.

Size of the Fruit

While we may have good reasons for saying the fruit of the year 1922 was the largest, and the fruit of 1923 the smallest in our record as a company, we have no records for comparison. All we have is my record for the lots that passed under my inspection for the years 1918, 1919, and 1922, but perhaps these records are a fair indication of the size of the fruit of the Cape crop in general. I have considered Early Blacks under 110 as large, between 110 and 120 as average, and over 120 as small; and Howes under 100 as large, between 100 and 110 as average, and over 110 as small. The comparison of the four years in per centages of shipments, reckoning a lot as a unit, is as follows:

	BLACKS			HOWES		
	Large	Average	Small	Large	Average	Small
1918	20	44	36	25	33	42
1919	8	47	45	50	47	3
1922	80	17	3	82	16	2
1923	8	30	62	23	17	60
4 yr. average	29	34	37	45	28	27

REPORT OF THE PICKING MACHINE COMMITTEE

At the time of our last Annual Meeting, your Committee had already turned over the construction of the Tervo Cranberry picking machine to Mr. W. B. Mathewson of Quincy Adams, who had assumed Mr. Tervo's obligations to the Sales Company. I am glad to report that from that time until now he has worked almost continuously towards its development. He began by thoroughly overhauling the power plant, which was evidently inadequate for the picker, and incidentally, the more powerful engine gave excellent speed on the road. We no longer have to load the equipment on a truck, as it has become a licensed automobile.

The machine was tried out on Mr. Tindale's bog in Hanover in June; but it was not until the Growers' Association meeting at Wareham in August that it had an opportunity to pick berries. From that time until the middle of November, steady progress was made. As soon as an obvious fault developed during a demonstration, a probable solution was worked out, and the shop at Quincy Adams took hold of it. In what seemed like an incredibly short time, a complete set of teeth, an ingenious roller, or some other piece of mechanism, would appear. More experiments followed, with other councils of war by Mathewson, Tervo, and Mathewson's foreman, Mr. Thayer. Mr. Mathewson simply refused to be beaten. He kept at his experiments until November 18th, when berries were so badly frozen that a fair test was impossible. Mr. Makepeace, by the way, had generously left a plot of berries for our use at the Swan Holt Bog.

Mr. Mathewson was anxious to get some provisional orders, based on his guarantee to pick 90 per cent. of the marketable berries without more injury to the vines than the present method of scooping; and the price was not to

exceed \$2,500. He has received advances of \$1,000 each for three pickers. This money is in the bank; and he writes me that it will not be used for experimental work.

He is now building a new cylinder, to be tried in the vines at the first opportunity. Since January 1st he has spent \$1,400 on our work, which, added to his previous expenditures, makes a total to April 1st of \$7,728 from his own pocket. He is studying our problems, and meeting them with well-made mechanical improvements; and at all times he is patient and good-natured.

I want to urge the members of the Sales Company to give him their hearty support. Go to the demonstrations and make suggestions. This is our cranberry picking machine. Let us all co-operate with Mr. Mathewson.

L. B. R. BARKER,
Chairman.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.
1925

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES

AT THE

ANNUAL MEETING, APRIL 14, 1925

List of Officers for 1925-'26

BRIDGEWATER, MASS:
ARTHUR H. WILLIS, PRINTER
1925

LIST OF OFFICERS OF THE NEW ENGLAND CRANBERRY SALES COMPANY FOR THE YEAR 1925

President.

G. R. BRIGGS, Plymouth.

First Vice-President.

J. C. MAKEPEACE, Wareham.

Second Vice-President.

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Directors.

G. B. Allen, No. Rochester.	J. C. Makepeace, Wareham.
E. D. Atwood, So. Carver.	W. F. Makepeace, W. Barnstable.
L. B. R. Barker, Bournedale.	W. T. Makepeace, Marston's Mills.
S. A. Besse, East Wareham.	C. W. Maxim, No. Rochester.
G. R. Briggs, Plymouth.	W. E. R. Nye, Sagamore.
J. F. Carleton, East Sandwich.	L. M. Rogers, So. Carver.
G. H. Chandler, Marshfield.	E. L. Sampson, Plymouth.
G. A. Cowen, Rock.	Paul E. Thompson, Middleboro.
L. A. Crowell, East Dennis.	Carl B. Urann, East Wareham.
R. A. Everson, So. Hanson.	M. L. Urann, So. Hanson.
H. J. Franklin, East Wareham.	T. T. Vaughan, Carver.
R. S. Gibbs, West Wareham.	C. E. Weston, Middleboro.
S. B. Gibbs, West Wareham.	H. L. Gibbs, West Wareham.
Walton Hall, Marshfield.	C. D. Howland, Plymouth.
I. C. Hammond, Onset.	B. E. Shaw, So. Carver.
Z. H. Jenkins, W. Barnstable.	W. E. Trufant, Whitman.
Colburn C. Wood, Plymouth.	

Executive Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	T. T. Vaughan, Carver.
R. S. Gibbs, West Wareham.	M. L. Urann, So. Hanson.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee.

R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
A. A. Thomas, Middleboro.	

Picking Machine Committee.

E. D. Atwood, So. Carver.	Z. H. Jenkins, West Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
S. B. Gibbs, West Wareham.	W. E. R. Nye, Sagamore.
I. C. Hammond, Onset.	Paul E. Thompson, Middleboro.
T. T. Vaughan, Carver.	

Screening House Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, West Barnstable.
A. D. Benson, Middleboro.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	E. L. Sampson, Plymouth.
Colburn C. Wood, Plymouth.	

Directors of American Cranberry Exchange.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF ANNUAL MEETING

The Sixth Annual Meeting of the members of the New England Cranberry Sales Company was held at the Town Hall, Carver, Mass., on Tuesday, April 14th, 1925, being called to order at 10.45 a. m. by the President.

There were sixty-five members present, representing one hundred fifteen memberships.

The call for the meeting was read, and the records of the last meeting were read and approved.

After an address by the President, the Treasurer submitted his Annual Report, which was followed by the Auditors' Report, and it was voted that both be accepted and placed on file.

Mr. Henry S. Griffith, as Chairman of the Inspectors, made report, referring to the keeping quality of shipments of last year, and to the incubator tests made by government employees.

Mr. Barker reported regarding the progress being made in the manufacture of power picking machines, and that a smaller machine was being developed which he believed would be ready for demonstration next August.

It was then voted to proceed to the election of Directors, Clerk and Treasurer.

It was moved by Mr. Weston, seconded, and duly voted that the nominations for Directors to the American Cranberry Exchange be made upon the same ballot as that used for the election of the Company's Directors.

The polls were declared open at 11.45 a. m. and were closed at 12.10 p. m., all having voted who desired to do so.

Recess for lunch was taken at 12.15, and the meeting reconvened at 1.15 p. m.

A short talk was given by Mr. V. A. Saunders regarding a census of acreage of bogs in Barnstable and Plymouth Counties.

Mr. Homer Gibbs told of conditions which he found in making inspection of berries at destination during the past season.

An address was made by Mr. A. U. Chaney regarding general conditions affecting sale of crop, illustrating by charts the percentage of sales, increase in per capita consumption, effect of advertising, etc.

Mr. McMullen addressed the meeting, quoting figures showing the value of various crops before advertising work was instituted and the value of similar crops during seasons of advertising.

Remarks were made by Mr. C. M. Chaney regarding the proposed increase in freight rates, the effect it would have on this Company, and the work being done by the Exchange to prevent this increase.

The matter of advertising was discussed, and it was moved by Mr. Urann, seconded and voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of 50c per barrel on cranberries marketed from the 1925 crop, the proceeds to be expended for advertising or other special service relating thereto but for no other purpose.

The meeting adjourned at 3.35 p. m.

A. D. BENSON,
Clerk.

TREASURER'S REPORT

Reference to our records shows we reported at the fall meeting on September 2nd, that the recapitulation of estimates received at the office from members indicated that the amount of berries to be shipped through this company would be about 177,000 barrels, divided between 85,000 barrels of Early Blacks, 76,000 barrels Howes, and 16,000 barrels of Other Varieties; also, that, based on these estimates the crop for Cape Cod would amount to about 280,000 barrels.

A canvas of the territory on September 16th indicated that the crop for the State would be 300,000 barrels.

A check of the Blacks picked on September 26th resulted in an increase in our estimates of 2,500 barrels for that variety.

On October 7th, the inspectors made reports on the Howes which had been picked, and estimates based on these reports gave a total of 75,000 barrels, or 1,000 barrels less than our original amount. No revised estimate was made on the other varieties, as a large amount of them were still on the vines.

On November 15th, from amount shipped and estimates at hand, it appeared that the Odd Varieties would fall 1,500 barrels below estimates previously made.

Actual Shipments

At the close of the shipment period for Blacks, which ended on November 22nd, the totals showed that there had been shipped 89,869 barrels of this variety, distributed as follows: In September 48,498 barrels; October 36,130 barrels; November 5,340 barrels. The packages used consisted

of 153,947 boxes and 12,896 barrels. This total exceeds the first estimates by 4,800 barrels.

On November 29th, the closing date of the shipment period, the Odd Varieties forwarded amounted to 118 barrels and 27,377 boxes, equal to 13,806 barrels. The information we then had at hand led us to report that there were left for shipment about 900 barrels of this class of berries. Shipments during December developed the fact that there were really about 2,200 barrels on hand December 1st, as our total shipments of Odd Varieties have amounted to an equivalent of 16,011 barrels.

At this date—November 29th—we had shipped of Howes nearly 52,000 barrels, and—basing figures on the October 7th estimate—thought we had 24,000 barrels left to be shipped.

During December, 21,295 barrels of Howes were shipped, and at the close of that shipment period, January 3rd, there were taken over by the Company for the account of the shipment, an equivalent of 1,264 barrels already packed and an estimated quantity of 948 barrels that had been pledged for shipment in the period. We also considered that there were 1,100 barrels which had been retained by members to be shipped after the close of the shipment, giving us a total of 3,300 barrels. This latter amount proved to be somewhat larger, as shipments from January 1st to March 31st, have amounted to 3,124 barrels, and there were on hand April 1st about 700 barrels. Our total shipments of Howes will equal nearly 77,000 barrels,—1,000 barrels above the first estimate and 2,000 barrels above the October estimate. Packages used were 127,831 boxes and 12,597 barrels.

Thus our actual shipments to March 31st have amounted to 182,393 barrels, against estimate of 177,000 barrels, an increase of approximately 5,400 barrels.

Estimates

As the importance of accurate estimates have been especially stressed during the past two seasons, it has interested me to review our records for the past ten years, in an effort to ascertain where the errors have usually occurred, and what can be done to guard against them in the future.

In making this review, my attention was first called to the fact that at the first meeting in the season of 1915, members were urged to co-operate with the office in making careful estimates. We evidently realized our responsibility in that regard, and I believe that the majority of the members have accepted that responsibility and have used their best judgment in making estimates.

I offer the following for your consideration:

Result of Estimates

Year	Shipments
1915	Crop over estimated on all varieties about 127,976 5 per cent. Variance ascribed to poor quality.
1916	Crop under estimated. Blacks exceeded 157,500 estimates by 10 per cent. Howes under estimated but not as badly as Blacks. Good quality.
1917	The freeze. Crop very accurately esti- 65,531 mated after the damage. Crop of good quality except for frost.
1918	Blacks under estimated by 20 per cent. 113,422 Howes accurately estimated. Crop of good quality.
1919	Large crop. Very accurate as to total but 207,341 Blacks under estimated 5 per cent. and

	Howes over estimated by that figure. Shrinkage in Howes due to general poor quality of crop and late shipments.	
1920	Good crop, nearly as large as 1919. Blacks accurately estimated, there being less than 1 per cent. difference in totals. Howes, however, were over estimated 20 per cent. Crop of very good quality.	175,660
1921	Small crop. Blacks badly over-estimated, 25 per cent., due to excessive fruit worm damage after estimates made. Only fair quality crop.	113,095
1922	A good sized crop again. Blacks over-ran estimates by 20 per cent. Due to heavy rains causing delay in picking, Howes under-estimated 5 per cent. Poor quality crop.	193,875
1923	Large crop. Early Blacks again over-ran the estimate 7 per cent.—11,000 barrels. Howes fairly accurately estimated. Crop of very good quality, berries of even small size.	229,830
1924	Good sized crop. Early Blacks over-ran estimate by 5,000 barrels—less than 6 per cent. Quality exceptionally good.	182,393

Can we draw any definite conclusions from these figures? There are so many factors entering into the matter that it is difficult to do so, but it is interesting to note that the errors occur more often and are larger in the Early Blacks figures than in the Howes, whereas, at first thought, it might be considered that this variety should be more readily estimated than the Howes, as the figures are assembled practically at the picking time for Blacks.

It would appear, then, that we should be more painstaking in making estimates of our Blacks, especially in

large crop seasons,—for those are the years in which the over-run will naturally occur—and we should inaugurate some practical test,—such as suggested last year by our president,—for determining the probable quantity. In such years, also, special attention should be paid to the keeping quality, as it is natural to presume that the general quality will not be as good in those years, though this presumption has certainly been disapproved in the last two seasons. Our judgment in this regard can well be guided by the results of the incubator experiments which governmental agents have carried on at our Tremont House.

After all things are considered, and with the best of conditions we cannot hope to attain a closer figure on the early estimates than within 3 per cent. to 5 per cent. of the actual harvest as shipments of either of the main varieties may vary from 2,000 to 3,000 barrels from our estimates according to the period of year that market conditions will permit shipments, or justify the shipment of plain head, light, or cull berries.

A glance at the figures will show that we have attained this result on the total crop for the past two seasons, and for these two years, our preliminary estimates are as accurate as can be expected.

It is evident, however, that in large crop years, any considerable increase over estimates will seriously interfere with the plans of our selling agents. Therefore it is imperative that a more careful survey of the crop be made by each member when picking is completed, and we ask the closest co-operation from our members when such reports are requested during any season.

Screenhouses

An improvement has been made at the Plymouth house by extending the screening and packing room to the full length of the main building and putting a cellar under the

entire addition. This has increased the storage facilities of the cellar by 50 per cent. and has already proved its value in increasing the screening facilities.

The quantities handled through the five houses have been as follows:

	Bbls.	Boxes	Equal Bbls.
Tremont	956 $\frac{1}{2}$	9,707	5,810
No. Carver	1,359	9,260 $\frac{1}{2}$	5,989
Plymouth	262	7,411	3,967
W. Barnstable	561 $\frac{1}{2}$	6,705	3,914
Harwich	21	2,211	1,126
	<hr/> 3,160	<hr/> 35,294	<hr/> 20,804

Receipts and Expenses

By reference to the report submitted you will note that the balance of the Expense Reserve account for the season and miscellaneous receipts amount to over \$35,500.00. The various items of Disbursements compare favorably with previous seasons with the exception of the last item—a Contingent Fund charge of \$5,585.80. This charge is caused by the fact that when the 2,212 barrels of Howes were taken over on January 3rd for the account of the shipment the estimated value, though considered conservative at the time, proved to have been placed at too high an amount. There were shipped from the estimated quantity a total of 2,087 barrels—a shrinkage of but 125 barrels—but changes in market conditions resulted in a decided shrinkage of the estimated proceeds of sales.

The report also shows that we have shipped a total equivalent to 182,393 barrels. We have paid for 182,034 barrels in an amount of \$1,645,265.15 or a net average per barrel of \$9.03 after all expenses are deducted.

In concluding this report, which is the tenth that I have had the privilege to make as your Treasurer and Manager, I will review briefly the progress and improvements which have been inaugurated by you during this period.

1915—New system of Inspection and Growers' Reports.
Long shipment period for Early Blacks put into effect.

1916—Advertising started.

1917—Long Shipment period applied to Howes.

1918—First Company Packing House opened.

Use of Half Barrels and Half Barrel Boxes started.

1919—Reorganization of Company.

1920—Four Company Screenhouses in operation.

Experiments with Power Picking Machine started.

1921—Method of estimating unshipped berries adopted.

1922—Fifth Company Packing House put into operation.

1923—Largest crop for the period. Company Screenhouses handling 35,000 barrels.

1924—Long shipment period applied to Odd Varieties.

Estimating of berries further extended.

I trust that the next ten years may show an equal amount of progress and improvement, as well as an increased membership in the Company.

Respectfully submitted,

A. D. BENSON,
Treasurer and Manager.

TREASURER'S ACCOUNT FOR THE YEAR ENDING MARCH 31, 1925

Receipts

Expense Reserve from year's sales	\$35,462.62	
Received from merchandise sales	80.80	
Income from use of truck	16.62	
	<hr/>	\$35,560.04

Disbursements

Interest and Discount	\$3,155.62
Light and Heat	301.65
Telephone and Telegraph	831.82
Express, Freight and Carting	57.21
Printing Reports, etc.	179.00
Stationery and Office Expense	493.42
Postage	320.46
Office Salaries	5,664.00
Treasurer's Salary	4,500.00
Treasurer's Expense	875.84
General Expense	776.72
Expense of Meetings	357.63
Advertising Signs	198.50
Labels	3,856.71
Insurance	217.30
Taxes	195.00
Automobile Account	674.99
Inspectors' Salaries and Expenses	2,762.34
Screenhouse Depreciation and Expense	2,133.85
Office Building,—repairs	47.20
Office Equipment,—depreciation	209.60

Engraved Plates	99.85	
Contingent Fund	5,585.80	
	<hr/>	\$33,494.51
Balance over expenses		<hr/> \$2,065.53

Cranberries

Paid growers during fiscal year, 1923 acct.			\$10,029.67
		1924 acct.	1,645,265.15
Advertising assessments, 1923 acct.			637.30
		1924 acct.	45,078.35
			Equal
Shipments	Bbls.	Boxes	Bbls.
1923 acct.	9	2,690	1,354
1924 acct.	25,611	313,564	182,393

Auditors' Report

The books of the New England Cranberry Sales Company for the year ending March 31, 1925, have been duly examined by the undersigned members of the Auditing Committee.

In making the audit the various ledger accounts, bank accounts, items of receipts and disbursements, were checked, and to the best of our knowledge and belief these accounts are correct.

The balance sheet of March 31, 1925, and the Treasurer's report of receipts and expenses for the year were examined. We find that notes amounting to \$465,000.00 have been paid during the year, that all vouchers have been properly filed, and that inventories have been entered in accordance with the appraisal of the Directors.

We submit the following:

STATEMENT OF CONDITION

March 31, 1925

Assets		Liabilities	
Amer. Cran. Ex. Loan	\$13,475.00	Membership Fund	\$2,910.00
Accounts Receivable	14,260.38	Bills Payable	15,000.00
Cranberries	3,231.80	Operating Fund	60,139.52
Real Estate and Bldgs.	40,000.00	Reserve Funds:	
Office Equipment	3,000.00	Season 1923	8,333.93
Screenhouse Equip- ment	5,000.00	Season 1924	2,065.53
Screenhouse Supplies	5,211.87	Mortgages	5,000.00
Engraved Plates	600.00		
Trademarks	150.00		
Merchandise	250.00		
Automobile and Truck	1,550.00		
Cash	6,719.93		
	<hr/>		<hr/>
	\$93,448.98		\$93,448.98

Respectfully submitted,

R. S. GIBBS,
A. A. THOMAS,
T. T. VAUGHAN,
Auditing Committee.

REPORT OF H. S. GRIFFITH

Chairman of Inspectors

Weather conditions were abnormal during the entire season of 1924. The temperature averaged low up to July 1st, and the remainder of the year was characterized by a remarkably light rainfall. A notable exception came on August 26th with a heavy rain accompanied by a gale. Considerable damage was inflicted by the gale and some of the bogs were flooded. Up to that date the size of the fruit was small but it developed rapidly after the rain and by harvest time, which was about one week late, the fruit had reached good size. I have calculated the size of the fruit that passed under the inspection of Mr. Besse and myself under the standard of last season with the following result:

Blacks 49 per cent. large, 27 per cent. average, 24 per cent. small

Howes 50 per cent. large, 40 per cent. average, 10 per cent. small

Comparing these figures with my report on size last season it appears that the size of the fruit for the season was above the average.

Fruit Worms

We had no complaints on account of fruit worms on the first shipments, but beginning with Sept. 17th and continuing into October we had several complaints. This was a new experience as we have assumed that we were on fairly safe ground by the middle of September. As the fruit was late in ripening perhaps this may be charged to the abnormal weather conditions.

Keeping Qualities

After noting temperature conditions during May and June in relation to his theories, and the results of our in-

incubator tests at the opening of the season, Dr. Stevens remarked that if the cranberries of Carver and Wareham should not show good keeping qualities we would have to clean off the slate and begin again. Dr. Stevens may have something to say on the temperature relations to the growing crop in due time; I may say now that our incubator tests for the season were very satisfactory and we can postpone for a year at least the admission that we haven't learned anything.

Tests were made during the season on dates of Aug. 25, Sept. 7 and Sept. 25. The first two tests were made under the supervision of Mr. Sawyer and may be summarized together. The samples were taken from practically the same territory from which the samples were taken for the tests of the preceding year. The third test was made under the supervision of Dr. Stevens and included samples mainly from bogs not in the other tests. The first two tests included 15 Blacks and of these 10 showed no rot in either test, 2 showed 3-10 of one per cent. rot in one test and none in the other; 1 showed one per cent. rot, and 2 showed two per cent. each. These tests also included 2 samples of Howes, 2 of McFarlins, 1 each of Wales Henry, Searles, Black Veil and Stanly, none of which developed any rot.

The Blacks in the test of Sept. 25th, including 8 samples, showed the following percentage of rot: 1.2, 1.3, .02, 2.1, 2.1, 2.2, .03 and .03. Of the three samples of Howes, 1 showed no rot, 1 showed 1.4 per cent. and 1 showed 1.5 per cent. Vose's Pride showed no rot; Centennials showed 1.8 per cent.; Early Reds .02 per cent.; Middleboros 3.2 per cent.; Searles .04 per cent.; Berry Berry .04 per cent.; 1 sample of McFarlins showed 7 per cent. and one showed 8 per cent.

Mr. Carl B. Urann who made tests on his own account says: "I ran tests on each variety as we shipped but the

tests showed so little rot that I discontinued them altogether, even the fancy stuff appeared good."

On account of the relationship between these tests and our shipping results I have made an analysis of the compromised shipments. Here I note another mark of abnormal conditions. The larger proportion of our complaints were on Blacks, the complaints on Howes and odd varieties being negligible. We are more likely to have trouble with the keeping qualities of the odd varieties, especially some of the strains, and we usually expect considerable trouble with the Howes, but for the season the conditions seem to have been reversed.

Only six complaints were recorded against Howes, four of which were on account of color and size and only two on account of rot. The market inspector reported one of these lots as "poor quality, fruit wet, barrels shaky" and the other as "wet with 7 per cent. rot."

Only three complaints were recorded against odd varieties, one each of Magnolia, Paul Revere and Windmill, and even these were not serious. On each of the lots the fruit was reported by the market inspector as "dry but slack on account of about 6 per cent. rot." All sold at prices slightly below the market.

Thirty-four complaints were entered against Blacks, fifteen of which may be eliminated as they have no bearing on the issue. Of the 19 lots that were affected by rot there are circumstances that account, in a measure, for the complaints. Some of them are known to have been flooded by the August freshet which may naturally be expected to affect the keeping qualities, and 14 of them were shipped between Oct. 1 and 15, a period of weak market conditions.

Cumulative testimony might be adduced to show that the fruit of the season was of exceptionally good keeping qualities. Stock carried through the Winter stood up well. Approximately 5 per cent. of the crop was shipped un-

branded or under unaveraging brands against 10 per cent. for the previous season. This item is affected by size and color, but I assume the main factor is the keeping quality. This also has a bearing on the estimates placed by the growers on the volume of crop on the vines or in the storage houses that is not given due consideration. As a rule growers allow $3\frac{1}{2}$ boxes to the barrel for fruit held in storage but it is clearly evident that this depends in a large measure on the keeping qualities. While the average of $3\frac{1}{2}$ boxes may hold, in seasons when the fruit is of extra good keeping quality the requirement would be less and in seasons when the fruit is of poor keeping quality it would be more. I have often noticed and remarked that growers are no more accurate in estimating when their fruit is in storage than when it is on the vines, and this undoubtedly arises through a failure to give due credit to the quality.

Co-operation

As a large part of inspector's troubles arise through a lack of close co-operation a word on this topic is appropriate. We meet situations every season when the growers pack and hold for orders. Sometimes the fruit is held a month or even longer, either in the packing houses or at some other points, and this is clearly hazardous. We passed last season on account of the soundness of the fruit, but if this practice is continued in a season when the fruit is of poor keeping quality the situation is liable to be serious. The loss in such cases is not limited to the individual or the individual lot for it affects the larger field and results in a general loss through a loss of demand arising from the necessity of dumping upon the markets fruit that is unattractive or positively rotten. If the fruit could be held in the storage houses until the market demands it much confusion and expense and serious losses might be avoided. I see no reason why growers may not be willing to take this

course in view of the fact that the Company is bound to take all lots over at the close of the general shipment period. I hardly dare to suggest a remedy but it would appear to me that if some well regulated pro rata system could be adopted it would lead to more satisfactory conditions.

REPORT OF PICKING MACHINE COMMITTEE

At our last Annual Meeting, we left the picking machine situation in such an advanced experimental stage that Mr. Mathewson had taken several orders for power cranberry pickers. Fortunately for us, he decided to postpone their delivery. While the general principle of the machine was right, it was still faulty in many of the small though very important details. The inventors devoted the whole of last fall to the close study of the machine while picking, and to the mechanical changes and adjustments which their experience suggested. As a result, such marked progress was made that the Committee invited all of the members to be present at a demonstration at the Tihonet Bog on October 14th. This was very satisfactory. I think that those of you who were there generally conceded that the picking was fully as good as the work of the average scooper, that the vines were left in better condition, and that apparently the fruit was uninjured.

We believe that this demonstration marks the beginning of a new epoch in harvesting cranberries. The purely experimental stage in the development of a power picking machine has passed, and its commercial manufacture has begun.

Mr. Mathewson, as you may remember, is the proprietor of John H. Kemp & Co., 232 Water Street, Quincy Adams. When I went through this well-equipped machine shop last Wednesday, April 8th, I found it to be a cranberry picker factory, for at present it is concentrating on our work. It is turning out a great variety of parts, ranging in size from heavy cylinder ends to the small picker teeth. These teeth, by the way, are now made with smoothly rounded ends which will let the vines slip through easily.

There were also other refinements of parts which I will not discuss here.

Please do not think that in building a power picker of this size, Mr. Mathewson is only thinking of the needs of the larger growers; for our present machine is the big brother of a smaller one that he hopes to have ready to demonstrate this fall. Mr. Tervo showed me some of the plans of this small picker, which look very promising. It should be built to sell at a popular price.

We are fortunate in having men so thoroughly alive to our needs as Mathewson, Tervo and Thayer.

L. B. R. BARKER,
Chairman.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.
1926

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES

AT THE

ANNUAL MEETING, APRIL 13, 1926

List of Officers for 1926-'27

BRIDGEWATER, MASS:
ARTHUR H. WILLIS, PRINTER
1926

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1926

President.

G. R. BRIGGS, Plymouth.

First Vice-President.

J. C. MAKEPEACE, Wareham.

Second Vice-President.

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Directors.

G. B. Allen, No. Rochester.	C. D. Howland, Plymouth.
E. D. Atwood, So. Carver.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
G. M. Besse, East Wareham.	W. F. Makepeace, W. Barnstable.
G. R. Briggs, Plymouth.	C. W. Maxim, No. Rochester.
J. F. Carleton, East Sandwich.	W. E. R. Nye, Sagamore.
G. H. Chandler, Marshfield.	L. M. Rogers, South Carver.
G. A. Cowen, Rock.	E. L. Sampson, Plymouth.
L. A. Crowell, East Dennis.	B. E. Shaw, South Carver.
R. A. Everson, So. Hanson.	Paul E. Thompson, Middleboro.
H. J. Franklin, East Wareham.	W. E. Trufant, Whitman.
H. L. Gibbs, West Wareham.	Carl B. Urann, East Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.
H. S. Griffith, South Carver.	T. T. Vaughan, Carver.
Walton Hall, Marshfield.	Wm. H. Ware, Buzzards Bay
I. C. Hammond, Onset.	C. E. Weston, Middleboro.
	Colburn C. Wood, Plymouth.

Executive Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee.

R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
A. A. Thomas, Middleboro.	

Picking Machine Committee.

E. D. Atwood, South Carver.	Z. H. Jenkins, West Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
S. B. Gibbs, West Wareham.	W. E. R. Nye, Sagamore.
I. C. Hammond, Onset.	Paul E. Thompson, Middleboro.
T. T. Vaughan, Carver.	

Screening House Committee.

L. B. R. Barker, Plymouth.	Z. H. Jenkins, West Barnstable.
A. D. Benson, Middleboro.	J. C. Makepeace, Wareham.
G. R. Briggs, Plymouth.	E. L. Sampson, Plymouth.
R. S. Gibbs, West Wareham.	Colburn C. Wood, Plymouth.

Directors of American Cranberry Exchange.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF ANNUAL MEETING

The Annual Meeting of the members of the New England Cranberry Sales Company was held at the Town Hall, Carver, Mass., on Tuesday, April 13th, 1926, being called to order at 11.05 a. m. by the President.

There were seventy-three members present, representing one hundred ten memberships.

It was duly voted that the records of the last meeting be waived.

Following the reading of the call for the meeting, the President addressed the members, and in his remarks emphasized the value of advertising as shown by results of the ten year period.

The Annual Report of the Treasurer was then submitted, and was followed by the report of the Auditors. It was duly voted that both reports be accepted and placed on file.

Mr. Henry S. Griffith, as Chairman of the Inspectors, gave an interesting report of the year's activities of this department.

An interesting paper was read by Mr. Paul E. Thompson, as Chairman of the Picking Machine Committee, in which details were given of the work done by the machine in the picking of his crop.

It was then voted to proceed to the election of Directors, Clerk and Treasurer.

It was moved by Mr. Weston, seconded, and duly voted that the nominations for Directors to the American Cranberry Exchange be made upon the same ballot as that used for the election of the Company's Directors.

The polls were declared open at 11.55 and were closed at 12.20.

Following the closing of the polls, it was voted to take recess for lunch, the meeting to be reconvened at 1.30.

Upon reconvening, the meeting was addressed by Mr. A. U. Chaney. His remarks were illustrated by charts and lantern slides, giving statistics in relation to the disposition of the crop of 1925.

Mr. J. C. Makepeace, as Chairman of the Advertising Committee of the American Cranberry Exchange, outlined advertising plans for the coming season; Mr. Childs and Mr. McKinstry of the McMullen Company made brief remarks concerning the advertising of the past season.

The matter of increasing the membership in the Company was generally discussed, and vote was taken referring the matter to the Board of Directors for action.

Mr. M. L. Urann spoke upon the matter of obtaining members, and related his experiences in visiting some of the larger markets of the country, emphasizing the confidence which the trade had in the Exchange.

Remarks were made by Mr. C. M. Chaney regarding the value of the Company Packing Houses in filling special orders.

Mr. Homer L. Gibbs told of some of his experiences as Travelling Inspector of the American Cranberry Exchange.

It was voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of 50c per barrel on cranberries marketed from the 1926 crop, the proceeds to be expended for advertising or other special service relating thereto but for no other purpose.

The meeting adjourned at 4.05 p. m.

A. D. BENSON,
Clerk.

PRESIDENT'S ADDRESS

I believe that our members will agree that the last season ran smoothly for them from the standpoint of marketing their crops; they could not realize the cares, anxieties and difficulties which made the work of our agents less easy than it appeared. We received excellent prices for our berries and, although we were restrained from shipping at times, these periods were not protracted beyond reasonable terms and, on the whole, the movement of the crop was as rapid as we could hope it to be; for a total crop of 553,000 barrels must be counted with the large ones,—only three others exceeding it.

That this crop sold for a greater sum than any previous crop, and for a higher price per barrel than any crop except the crop of 1921, which was only two-thirds as large, is also an indication that our sales agents managed our business skilfully. The nearest approach to the high average price of 1925 (excepting that for 1921) was in 1917, when the price was eighty-five cents less per barrel for a crop less than half as large.

I believe that all our members,—in fact all growers who give the matter serious consideration,—will agree that our advertising has been an outstanding cause of the satisfactory prices that we have received for the consistently large crops that have been grown and sold in recent years.

Up to 1916 we found that the total value of each crop of cranberries was approximately \$3,000,000. The price varied inversely as the size of the crop, so that the total gross proceeds of a crop was about that amount. But when our advertising got under way this limitation ended. The crops of 1919 and 1920 sold for about \$4,500,000 and since 1920 they have averaged nearly \$5,500,000.

I do not wish to trespass in the field of our sales agent who has studied the figures and will doubtless prove in several ways, to your entire satisfaction, that we have gained largely, and continue to gain, by advertising; but I wish to call to your attention some figures which strike me forcibly and touch the matter in a little different way from any that I remember to have seen.

It is interesting to learn what advertising has cost us to date,—and by “us” I mean all growers who are members of the American Cranberry Exchange.

Beginning with an expenditure of \$22,941 in 1916 we have spent sums varying from \$14,911 in 1917, when the crop was only 275,600 barrels, to \$194,539 in 1923, making a total expenditure for the ten years of \$977,074. If we add interest at six per cent. on each year’s expenditure up to date the cost becomes \$1,165,267, and if we calculate compound interest at six per cent. the total cost through 1925 is \$1,213,240.

Now compare the crops of 1916 and 1925 which vary but little in size,—being 545,000 and 553,000 barrels respectively,—and we find that the 1925 crop exceeds the 1916 crop in value by \$2,328,335 which is approximately double the total cost of advertising for the ten years with interest at six per cent.; or more than 90 per cent. greater than the total cost for advertising with interest compounded annually at six per cent.

In making this calculation I have tried to be conservative. I have not used the American Cranberry Exchange figures for the value of the 1925 crop, but I have deducted from them fifty cents per barrel for the 220,480 barrels that were shipped by “independents”; because I believe that these berries did average to sell for an f. o. b. price at least fifty cents below the f. o. b. price of our brands.

It is true, of course, that the members of the American Cranberry Exchange did not receive the whole differ-

ence in the values of these crops although they paid all the advertising bills; but a further analysis of the figures shows that they did receive \$1,373,895 more for their share of the 1925 crop than they received in 1916, and \$1,470,556 more in 1925 than for an equal number of barrels in 1916. Either of these amounts is materially greater than the whole cost of advertising with compound interest,—the latter sum, which is probably obtained on the fairest basis, exceeds the cost by a quarter of a million dollars.

It may be objected that 1916 was in war time when normal values could not be obtained. Let us compare the crop of 1919 which was also very close to that of 1925 in size. This was after the war, and when the general scale of prices was high.

A similar comparison between these years shows that the total value of the 1925 crop exceeded that of 1919 by \$1,626,280 which is \$413,000 more than the total cost of advertising; and that the members of the American Cranberry Exchange received over \$80,000 more than the sum of the ten advertising assessments, without interest.

Of course a number of circumstances combine to affect prices in any year and it would be unreasonable to assign all the gains to advertising, but when there have been a series of gains through a considerable period and when two crops comparable in size show a gain which covers the total cost of the ten years of advertising, it is impossible to avoid the conclusion that the expenditures for advertising paid handsome dividends to our members and proved a blessing to those growers who did not co-operate with us.

We must remember that these results have been obtained while the Exchange has never had a large enough share of the crop to be secure in distributing its shipments. When, as in 1925, 220,000 barrels of berries are held by a large number of growers who may ship them in big blocks at any time and to any place the danger that some import-

ant market may become badly over-stocked is always possible. The Los Angeles market suffered in this way last season, but being remote from the principal markets, weakness there was far less damaging to the general market than if similar conditions had existed in a big eastern market. When this happens values are diminished and experience shows that a weak market often influences growers who act independently to aggravate the unfavorable conditions by increasing their shipments,—attempting to get their berries sold before a serious break in prices comes.

The probable,—the possible movements of the “independents” must always be kept in mind. Their action must be conjectured in making plans, must be learned as soon as possible when executed, that the waste that is sure to result from glutted markets may be prevented when possible. Our agents must keep in close touch with all markets and they have better facilities for doing this than are possible for less experienced, smaller distributors and shippers, but they can only minimize, they cannot prevent, damaging effects from following unwise shipments resulting from competition.

The large share of the crop that is grown by independent shippers, and consequently likely to be shipped at inopportune times or to unsuitable markets, not only hampers the work of our agents and reduces the value of the crop when such mistakes occur but it necessitates great caution on the part of your officers in making advance payments. It is so easy when shippers become rattled for the market for perishable products to become demoralized and values to shrink greatly, and beyond recovery, that the danger of making too large advance payments must always be kept in mind. It would be ruinous to advance more than we might receive and the all season general shipments for our standard varieties makes it more important than before to use great caution in this respect. The only way to

meet the wishes of our members in this respect which seems to me in accord with our responsibility to the bank which gives us exceptional accommodation in making the loans that we need for paying advances, is to make the first payment with great care, but to make an additional advance payment when the sale of a sufficient part of the crop has been accomplished to make sure that the balance can be disposed of without a serious shrinkage in the value of the general shipment under consideration.

The treasurer finds it difficult, or even impossible to make a secondary advance payment for Blacks with the regular office force and cannot hope to secure competent, additional help unless he employs an extra clerk for a much longer term than would be necessary for this purpose. I feel that it is important to find some way to meet this difficulty and that we should make plans to do so the coming season.

If we, here in New England, can increase our membership materially these difficulties would be diminished greatly, because it is from Massachusetts that the largest part of the unregulated and hap-hazard shipments come. There can be no doubt that a material increase in useful, loyal membership would add materially to the value of the crop as a whole, by eliminating wastes and extending distribution, without increasing prices to consumers.

Death has taken a heavy toll from our membership during the year. We have lost five members, three of whom, S. A. Besse, W. T. Makepeace and W. A. Tillson, have served efficiently as directors. We could always rely upon the good judgment of these men when difficult questions arose. Especially do I pay tribute to the invaluable work of Mr. Besse as an inspector. Careful, conscientious, firm when a decision was made, but always a courteous gentleman he will be sorely missed and always held in honored

and affectionate remembrance.

Our grateful thanks are due to our treasurer, assistant treasurer and their efficient helpers. They have served us faithfully, cheerfully, and with a generous willingness to meet emergencies,—which often come in the shipping season,—by spending long hours in our service.

And we, as members of the Exchange, acknowledge with gratitude and pride the enthusiastic and notable services of those who as its agents have made 1925 one of the most successful years in the business of marketing cranberries.

TREASURER'S REPORT

The closing of this fiscal year marks the completion of the shipping of the second largest crop of cranberries in the history of the company, and the receipts and payments show it to be the largest in its financial history.

There has been shipped a total of 225,754 barrels during the past season, and we have paid to our members during this fiscal year nearly \$2,200,000.00. The increase in receipts has resulted in the Expense Reserve Account amounting to nearly \$50,000.00, and, as our expenses have been on a par with seasons of smaller crops, reference to the statement which I am presenting will show you that we have a balance of over \$16,000.00 as the present Reserve Fund for the season of 1925, equalling approximately $\frac{2}{3}$ of 1% of the gross value of the crop.

The division of the total shipments of the different varieties has been as follows:

Blacks	Howes	Odd Varieties	Total
113,074	91,100	21,580	225,754

The original estimates were:

112,000	95,000	21,000	228,000
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From these figures, the estimate of the crop of Cape Cod, based on our usual percentage was placed at about 390,000 bbls.

A check-up of picking was made on September 19th, which indicated that the Early Blacks were running 5% short of estimates, and this corresponded with a report made by the Crop Reporting Service of the Department of Agriculture. They also reported that the increase in crop in Barnstable County was about 2%, and in Plymouth County about 35% but results of shipping show that these figures were far from correct.

Following the several frosts, which occurred during the late picking season, we deducted 4,000 barrels from the estimated quantity of Howes as the amount of such damage, and our judgment in that regard appears to have been correct.

Figures that have been assembled would indicate that the Cape Cod Crop for the past season has been somewhat in excess of 425,000 barrels. As our judgment of the crop prospects on the lower Cape, and subsequent shipments during the season, lead us to believe that the reports regarding that territory were in error, we were interested to make an analysis of the statement recently issued by the Railroad Company. This statement shows that shipments over their lines have amounted to 381,751 barrels for the past season, as compared with 276,062 barrels for the season of 1924. The statement shows that shipments from all stations below Buzzards Bay amounted to 91,108 barrels this season, as compared with 61,618 barrels for the season of 1924. Our shipments from the same territory amounted to 37,683 barrels for this season compared with 32,636 barrels for the season 1924. Therefore, instead of an increase of from one to two per cent. in the Barnstable County crop, the increase was nearly 50%, practically all of which occurred among those growers who are not members of the Sales Company. This appears to us to be the reason for the Company shipping only about 53% of the crop of 1925.

On account of the shortage of the New Jersey crop we were able to dispose of our Early Blacks at a much earlier period than usual. Of this variety we shipped: 61,466 barrels in September; 48,400 barrels in October; 2,735 barrels in November, having on hand December 1st less than 500 barrels of this variety.

Early shipments were also made of the Odd Varieties, 1,300 being forwarded in September; 9,500 in October; 7,650 in November, and nearly 2,800 in December, leaving

about 350 barrels on hand January 1st.

Of Howes, October shipments amounted to 30,000 barrels; November, nearly 50,000 barrels; December shipments were 8,550 barrels, and shipments since January 1st have amounted to over 3,500 barrels, though our estimate of the quantity on hand at that time was 2,900 barrels.

Patronage of company packing houses has been slightly increased during this season, a total equivalent to over 31,000 barrels having been handled at the five points as follows:

	Barrels	Boxes	Total
Tremont	914	17,630	9,729
No. Carver	454	11,798	6,353
Plymouth	470	15,542	8,191
W. Barnstable		8,751	4,375½
Harwich	51	5,046	2,574
Total	1,889	58,767	31,222½

This is the second largest quantity handled at the Company Houses during any season. Quantities for other seasons have been as follows: 1921—11,559 barrels; 1922—19,975 barrels; 1923—34,694 barrels; 1924—20,804 barrels.

The building and equipment at Tremont is now inadequate for the amount of berries handled there, and the Directors have authorized alterations and improvements to be made at that point, as well as the adding of additional separators to the equipment at No. Carver and Plymouth. When the improvements have been completed, we expect to pack a carload per day from each of the three points.

The approaching season will be the 20th since the organization of the Company, and it seems to me that our 20th year of continued successful operation might be fittingly observed by making a concerted, organized effort to increase the membership of the Company so that the year might be a banner one in every respect.

We believe that expressions of satisfaction from our members to other growers, accompanied by personal invitations to become members of this association, will do more to increase our membership than any efforts put forth by your employees.

It is needless to say that your managers are ready at all times to do everything in their power to strengthen the Company in any possible way.

We are ever mindful of the splendid co-operation and many courtesies extended us by the members.

TREASURER'S ACCOUNT FOR THE YEAR ENDING MARCH 31, 1926

Receipts

Expense reserved from year's sales	\$49,096.11	
Income from use of truck	48.31	
	<hr/>	\$49,144.42

Disbursements

Interest and Discount	\$2,982.73	
Light and Heat	258.56	
Telephone and Telegraph	942.10	
Express, Freight and Carting	97.71	
Printing, reports, etc.	228.15	
Stationery and Office Expense	1,571.19	
Postage	302.36	
Office Salaries	6,878.55	
Treasurer's Salary	5,500.00	
Treasurer's Expense	679.47	
General Expense	640.94	
Expense of Meetings	312.82	
Labels	3,702.20	
Insurance	317.68	
Taxes	483.60	
Automobile Account	981.57	
Inspectors' Salaries and Expenses	3,003.10	
Screenhouse Depreciations and Expense	1,305.74	
Office Building,—repairs, etc	372.90	
Office Equipment,—depreciation, etc.	849.60	
Engraved Plates	337.63	
Merchandise	59.25	
Contingent Fund	891.81	
	<hr/>	\$32,699.66
Balance over expenses		<hr/> \$16,444.76

Cranberries

Paid growers during fiscal year, 1924 acct.		\$12,329.60		
		1925 acct.	2,183,534.59	
Advertising Assessments, 1924 acct.		280.47		
		1925 acct.	113,261.65	
		Equal		
Shipments	Barrels	Boxes	Crates	Bbls.
1924 acct.		961		480½
1925 acct.	13,967	423,495	120	225,754

AUDITORS' REPORT

The books of the New England Cranberry Sales Company for the year ending March 31, 1926, have been examined by the undersigned members of your Auditing Committee.

In making this audit all ledger accounts, items of receipts and disbursements were checked, and the bank accounts and cash on hand were reconciled. To the best of our knowledge and belief these accounts are correct in every particular.

The balance sheet of March 31, 1926, and the Treasurer's report of receipts and disbursements were examined and checked. We find that notes amounting to \$465,000.00 have been paid during the fiscal year, that all vouchers are properly filed, and that the various inventories have been entered on the books in accordance with the appraisal of the Directors.

We submit the following:

STATEMENT OF CONDITION

March 31, 1926

Assets		Liabilities	
Amer. Cran. Ex. Loan	\$13,475.00	Membership Fund	\$2,920.00
Accounts Receivable	10,734.46	Operating Fund	65,267.44
Cranberries	3,656.63	Reserve Funds:	
Real Estate and Bldgs.	47,000.00	Season of 1924	5,100.96
Office Equipment	3,500.00	Season of 1925	16,444.76
Screenhouse Equipment	3,550.00	Mortgages	5,000.00
Screenhouse Supplies	4,036.37		
Engraved Plates	600.00		
Trademarks	150.00		
Merchandise	200.00		
Automobile and Truck	850.00		
Cash	6,980.70		
	<hr/>		<hr/>
	\$94,733.16		\$94,733.16

R. S. GIBBS,
A. A. THOMAS,
T. T. VAUGHAN,
Auditing Committee.

REPORT OF H. S. GRIFFITH, Chairman of Inspectors

Silas A. Besse

Since our last meeting death has taken one of our co-workers whose long service endeared him to his associates, and I know the zeal and loyalty of S. A. Besse has won a place in the good opinion of all of our members.

Cyclone

On June 1st, a gale accompanied by hail, swept through a section of the cranberry area. It appears to have had its origin in East Middleboro and moving southeasterly it cut a swath about one and one-half miles in width through West Carver, South Carver, East Wareham and South Plymouth to Buzzards Bay. Buildings were demolished, trees uprooted or twisted off, and cranberry bogs damaged. It is estimated that the crop on an aggregate of 200 acres of good bearing bog was destroyed. Vines exposed to the storm were badly injured; not only the buds, but the leaves, were stripped from the vines, and in ten minutes sections were changed from carpets of green to patches of brown without a trace of green.

Size of the Fruit

Calculated from my inspection reports I find the size of the fruit very similar to the preceding year and considerably above the average season. Only 19% of the Black shipments counted over 120, and but 2% of the Howe shipments counted over 110. The size, according to my reports, was:

Blacks, 48% large; 33% average; 19% small
Howes, 58% large; 40% average; 2% small

Keeping Qualities

This topic may be something of a "chestnut" but pending the time when we can find a way of giving a reliable opinion on the probable conduct of the fruit in transit, it will continue to be a vital issue. We have been working a few years on the theory that incubator tests will foretell the condition of the fruit, and as I have no reputation to lose perhaps I can present the question with more optimism than the pathologists would dare to exhibit. While Dr. Stevens says that our seeming success may be "a fortunate or unfortunate co-incidence," we are agreed that up to this time these tests have indicated all that we could expect. But we must wait until we encounter such a condition as we had in 1914 or 1919 before taking a more positive stand.

More than fifty tests were made during the season by Dr. Stevens on samples taken mainly from Carver and Wareham bogs. Tests were also made by Carl B. Urann, and by S. A. Besse and William Hitchcock, and they failed to develop rot that would cast any suspicions on the keeping qualities of the maturing crop. Tests made by Dr. Stevens on special sets of samples gave results of such a significant nature that I quote his report:

"One of the most interesting sets of samples came from New Jersey. One of the growers there who studies his bogs very thoroughly, selected for our use, samples from areas which always show good keeping quality, and from other areas which generally show poor keeping quality. The contrast as shown by our incubator tests was striking. Good Howes showed 4/10 of 1% rot; poor Howes from the same bog showed 7% rot. Good Jerseys showed no rot at all; poor Jerseys 6% rot. Our incubator tests thus brought out a difference which had been predicted from previous experience with the bogs."

"Another very interesting set of samples was that from our dusting plots on the Starr bog at East Wareham. You recall that these dusting experiments are being carried out on some berries of very poor keeping quality which the owners have rarely marketed. You and Mr. Besse suggested, I believe, that they might be Middleboros. Some of these berries were dusted three times with copper-lime dust. Others, of course, were left untreated as a check. On two different tests berries from the dusted plots showed no rot at all, while samples from the check plots showed from 3 to 6% decay. Of course, we ran keeping tests on these experimental berries also, and I was interested to find that the dusted berries developed only a quarter of 1% after a month in storage while the undusted had developed 20% since picking."

I turn with interest to our marketing experiences for the season for confirmation of our test signs. I note here two facts that are significant. The Cape crop exceeded the latest estimates by approximately $71\frac{1}{2}\%$; and when we underestimate the fruit in storage I regard it as an indication that the fruit must be sound. And during the last two seasons we have had comparatively large and sound fruit which seems to demolish our old theory that large fruit is likely to be of poor keeping quality.

In analysing the report on the compromised shipments for the purpose of learning the relation of rot I was confused by the long list of counts in the indictments, but on the 50 complaints against Black and Howe shipments I think it is safe to say that not more than 25% can be charged to rot, and as far as our testing problem goes I can say that none of the lots that developed rot in transit came from the bogs from which we took samples for the tests.

General Conditions

While these complaints have no relation to our testing experiments, they present problems that are worthy of serious consideration. It would be interesting to know why a few lots developed such a percentage of rot in a season of generally sound fruit, and I think some special cause can be found which would account for the exceptions. The rot was reported varying from 15 to 80%. One shipment showed 30% rot in boxes, and 80% in barrels. As I cannot understand how 80% of a lot could rot in ten days I conclude this must have been a case of murder. This lot showed 80% rot in barrels and 30% in boxes, and I note in other cases that when rot developed in lots made up of both boxes and barrels, the fruit in the boxes was decidedly in better condition.

For the purpose of presenting the issues I divide the compromised shipments into four classes, viz.:

Rot,
Careless packing,
Unjustified complaints,
Lack of color.

I have already considered the matter of rot which I should call the only legitimate cause of complaint, and I am optimistic enough to believe that sometime we may be able to discount this cause.

Under careless packing may be listed such phrases as "poor quality," "poor grading," "too many small and withered berries," "fruit worms," "slack pack," and "sticky and frosted." Perhaps the great cause of complaint against the Blacks was on account of fruit worm damage. It may not be exact to classify this under the head of "careless packing," but as we have no way of knowing the worm status of a lot we have no way except to take the chance on early shipments.

It is apparent that the directors adjudge some of the

complaints to be unjustified. Some of our packers aim to "get by," and it is easy to think that some of the dealers are playing the same game. When the market weakens the buyer would naturally look for a way of escape that would not be attractive on a rising market.

Color

Perhaps I might be criticised for not placing a shipment too light in color under the head of careless packing, but for special reasons I give it a class by itself. We are gradually raising the minimum color in response to market demands, and there is bound to be some conflict on this point. Forecasts of an early frost have been known to hurry the harvest on bogs without water protection; it was unfortunate that the growers were given a chill last season by the report that a killing frost was to fall on the 10th of September.

Most of the complaints on point of color were against Howe shipments and perhaps the color schedule on this variety might be adjusted to good advantage. It calls for a finer perception than the inspectors claim to say exactly when a lot is not less than 75% nor more than 80% color. If the minimum Honker color were raised to 85 or 90%, giving a wider range for the Turkey grade, it might result in an improvement to both grades.

I want to commend the way the marketing was handled last season. It is much easier for inspectors to go about arranging for shipments than to go around with a club trying to hold the packers back. It is apparent that most of the growers wish to close out as soon as they can, and considering the shrinkage and extra cost of handling I think the wise grower closes out before Christmas.

REPORT OF PAUL E. THOMPSON

Chairman Picking Machine Committee

In discussing the growth and the point to which we have arrived in the development of the present picking machine I wish to impress upon your minds the fact that we have as yet but one season's experience in the practical, or shall I say commercial operation of power as applied to the harvesting of our crops. This, as you must realize, means that any conclusions which I may draw from my year's, or rather season's, experience are, and in fact must be, only tentative.

In this paper I wish to present the following lines of thought and my conclusions along those lines and my reasons, briefly, for holding them.

Has the machine been given a fair and sufficient trial, under commercial conditions as they exist today, to make any statement or prophecy concerning it tenable?

Is the principle on which it works right?

Will it pick berries and how well?

Does it injure the fruit?

In what condition does it leave the bog?

How much does it cost to operate?

Has it reached a reasonable stage of mechanical perfection?

You of course realize that while these questions are the ones that should be answered in the consideration of any picking machine we are concerned today in the discussion of the particular machine as developed by Mr. Mathewson and Mr. Tervo from the original as invented by Mr. Tervo.

I have not made any effort to place these questions in any order as to their importance as it seems to me that each question which I have asked is vitally important.

And now to answer these questions as it seems to me the answers have developed from my experience of last season. We picked our entire crop of 2,224 barrels from thirty acres with the machine, using only such scoopers as were necessary to pick the ditch edges. It seems to me that this is volume and area enough to enable us to draw some conclusions which time should prove to be not too far from the mark.

As you are aware the principle of the snap machine is the one on which this machine works and this has stood the test of time. I think that we are justified at this stage in saying that the principle is right.

The machine does pick berries. We picked, as I have previously stated, over two thousand barrels last fall. The quality of the work is more difficult to judge but it seemed to me that scoopers, working by the hour, and trying to do as good a job as possible, could, on the whole, do slightly better than the machine, on the average. When conditions were just right the work of the machine was perfect. Much better than I have ever seen accomplished by any scooper. On the other hand I should say the machine does better work than is generally obtained by piece work.

Our experience is that the fruit is not damaged as much as when picked by scoops. I feel however that this is a matter which should be observed closely for a longer period of time before it will be possible to make a hard and fast statement about this condition.

Our bog was left in the best physical condition for succeeding crops that it has even been in. I made very careful and detailed examination of the condition of the vines and roots and I found it very difficult to find where any surface roots had been disturbed while hand pickers, snappers and scoopers broke loose nearly all the little rootlets at the surface of the ground. We took less vinegrowth from the bog than in any previous year. This is taking full

count of the vines taken in boxes as well as those raked off later.

I give what figures I have for what they are worth as I realize that comparative prices per barrel amount to very little. Two years ago I put 1,703 barrels in the screenhouse for 68.5c per barrel. Last year with the power picker it cost 44.1c per barrel to put 2,224 barrels in the screenhouse from the same bog. A fairer way though to get at the cost would be to say that on one section which I knew contained one acre I kept accurate account of the time employed and found that it took three hours and eighteen minutes to pick the same.

As to the stage of mechanical perfection. The man who waits for mechanical improvements to be completed in any machine before buying will never buy. We had considerable trouble last year. Some was fixed temporarily and stayed fixed through the entire season and in some we were not so fortunate. It finally boiled down however to a weakness in the supporting shaft of the picking member or snap. We bent this, replaced the snap, and went on picking until it happened again. This Mr. Mathewson proposes to remedy this summer in time for next season's crop.

I feel that any paper on this subject would not be complete without a mention of the spirit of helpful co-operation which was exhibited by Mr. Mathewson and all the members of his shop force with whom I came in contact. It exceeded what one felt he had a right to expect in every case and made working with them a very great pleasure.

Mr. Mathewson has requested that the picking machine committee be kept active as he feels that it might be of material assistance to him. I am therefore recommending to the incoming board of directors that they appoint a picking machine committee.

In summing up I will say "it works." It does not hurt the berries. It does not injure the vines. It is cheaper than scooping. We will pick next year's crop with it also.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.
1927

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES

AT THE
ANNUAL MEETING, APRIL 12, 1927

List of Officers for 1927-'28

BRIDGEWATER, MASS:
ARTHUR H. WILLIS, PRINTER
1927

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1927

President.

G. R. BRIGGS, Plymouth.

First Vice-President.

J. C. MAKEPEACE, Wareham.

Second Vice-President.

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Assistant Treasurer.

SUE A. PITMAN, Middleboro.

Directors.

E. D. Atwood, So. Carver.	C. D. Howland, Plymouth.
H. R. Bailey, So. Carver.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
G. R. Briggs, Plymouth.	W. F. Makepeace, W. Barnstable.
A. E. Bullock, Taunton.	C. W. Maxim, No. Rochester.
J. F. Carleton, East Sandwich.	W. E. R. Nye, Sagamore.
G. H. Chandler, Marshfield.	E. L. Sampson, Plymouth.
G. A. Cowen, Rock.	B. C. Shaw, Middleboro.
L. A. Crowell, East Dennis.	B. E. Shaw, South Carver.
H. J. Franklin, East Wareham.	Paul E. Thompson, Middleboro.
H. L. Gibbs, West Wareham.	W. E. Trufant, Whitman.
R. S. Gibbs, So. Carver.	Carl B. Urann, Wareham.
S. B. Gibbs, West Wareham.	M. L. Urann, South Hanson.
H. S. Griffith, South Carver.	T. T. Vaughan, Carver.
Walton Hall, Marshfield.	Wm. H. Ware, Buzzards Bay.
I. C. Hammond, Onset.	C. E. Weston, Middleboro.
Colburn C. Wood, Plymouth.	

Executive Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee.

R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
A. A. Thomas, Middleboro.	

Picking Machine Committee.

E. D. Atwood, So. Carver.	Z. H. Jenkins, West Barnstable.
H. R. Bailey, So. Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
I. C. Hammond, Onset.	T. T. Vaughan, Carver.

Screening House Committee.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
A. D. Benson, Middleboro.	J. C. Makepeace, Wareham.
G. R. Briggs, Plymouth.	E. L. Sampson, Plymouth.
R. S. Gibbs, West Wareham.	Colburn C. Wood, Plymouth.

Directors of American Cranberry Exchange.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF ANNUAL MEETING

The twentieth annual meeting of the New England Cranberry Sales Company was held in the Town Hall in Carver, Mass., on Tuesday, April 12th, 1927, being called to order at 11.00 A. M. The President, Mr. G. R. Briggs, presided at the meeting.

There were seventy-six members present, representing one hundred and thirty-five memberships.

The records of the last meeting and the call for the meeting were read by the clerk.

The President then addressed the members and guests, and following his remarks the Treasurer submitted report for the year, showing the amount of business transacted, with statement of income and expenses. It was voted that the report be accepted and placed on file.

The report of the auditors was then read by the clerk and it was duly voted that this report be accepted and filed.

Mr. H. S. Griffith, chairman of the corps of inspectors, gave a most interesting report of the studies which he had made of the keeping quality of the season's crop. He was followed by Dr. Neil E. Stevens, who made some very interesting remarks regarding the results of tests made in relation to the keeping quality of cranberries, illustrating his talk with lantern slides.

Mr. Paul E. Thompson read a paper regarding the work of the power cranberry picking machine.

The election of Directors, Clerk and Treasurer, and

nominations for Directors to the American Cranberry Exchange then took place, after which a recess for lunch was taken.

Upon reconvening at 2.10 P. M., Mr. A. U. Chaney addressed the meeting, reciting the market trend for the past season, and showing the disposition and sales prices of the cranberry crops of 1926.

Mr. C. M. Chaney spoke briefly regarding the part which the chain stores might play in the disposition of the cranberry crops.

Mr. R. M. McMullen made a few remarks concerning the effect of advertising on the sales.

Mr. Homer L. Gibbs related some of his experiences during the past season as traveling inspector.

It was voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of fifty cents per barrel on the cranberries marketed from the 1927 crop, the proceeds to be expended for advertising, or other special purposes related thereto, but for no other purpose.

The meeting adjourned at 3.45 P. M.

A. D. BENSON,
Clerk.

PRESIDENT'S ADDRESS

At our last meeting we were advised that a big crop of cranberries in each producing state was probable and that there was an abundance of other fruits,—including an enormous crop of apples. On the other hand, the attitude of the trade towards cranberries was favorable.

So we believed that a big crop could be sold successfully if we kept prices at a point which would not result in retail prices too high to permit cranberries to be sold through the chain stores and the neighborhood stores. Probably most of us hoped that the average price would equal that of 1923,—the last previous year of what may be considered surplus crops,—i. e. 600,000 bbls. or more. We did not reach that price but I do not think that we would have been disappointed if average conditions had prevailed through the season.

We realized that, although the Exchange would handle a larger percentage of the total crop than ever before through increased membership, the crop was so large that there would be more berries than usual with which its shipments would compete in the markets. That outside shippers would ship freely, tending to depress the market after the “first-round” should be filled was to be expected, but we believed that with the aid of our extensive advertising and by judicious and wide distribution, we could prevent a serious decline in prices and make that decline temporary.

Looking back over the marketing season I think we shall find sufficient reason for the failure to accomplish the

full measure of our reasonable expectations, because we certainly had a number of difficulties to contend with which we could not foresee and could neither eliminate nor counteract successfully.

We were somewhat handicapped by the fact that the crop was late in maturing, causing the loss of a week at the beginning of the shipping season. This handicap was known and allowed for when the American Cranberry Exchange determined its marketing policies,—including the opening price for Blacks; but it was not known that there was such a serious infestation of fruit worm as proved to be the case in considerable areas.

We were advised that few fruit worms had been found on most bogs and that the crop would not show unusual damage from these pests; but the worms were very destructive on bogs where they worked and, in consequence, many shipments reached destinations in an unsatisfactory condition,—a factor which tended to reduce demand and to be reflected in prices.

As the season for Blacks waned the Wisconsin crop came on the market, as usual. The Exchange was informed, well in advance, that this crop was very large,—at least double the average Wisconsin crop,—and had planned accordingly. Here, again, the quality of the crop was disappointing,—a heavy percentage being so short-lived as to discourage receivers and retard sales.

Turning now to New Jersey where a large quantity of Centennials are grown on the J. J. White bogs and by other growers, and where this variety does well and has an enviable reputation with the trade, another serious drawback came in the singularly poor quality of these berries.

And when we came to Cape Cod Howes,—the standard long-keeping variety, which must be used chiefly for the November, December and Winter trade,—we met other serious difficulties.

Markets were still stocked with earlier crops which had

not been cleaned up as might have been the case if the quality had been satisfactory.

This hindered a movement of Howes commensurate with their quality and the size of the whole crop and made their keeping quality unusually important. Howe vines had heavy crops, with berries deep in the vines. Consequently this crop matured slowly and growers, generally, felt obliged to pick it before it was sufficiently colored to suit the trade, or to **keep well**. There were some fine crops of Howes, but a great many which turned out to be of poor keeping quality,—deteriorating rapidly after decay began,—especially in transit, after screening and packing.

If we consider our own attitude and practice in the case of fruits which we do not grow, but buy in the markets for our own tables, we can understand how the generally poor quality of the 1926 crop of cranberries retarded sales throughout the country and prevented the reasonable prices maintained throughout the long season, and the unusually extensive advertising campaign from having an adequate effect.

To illustrate the effect that poor quality has on demand and price, I cite a personal experience.

For a number of years on a New Jersey farm in which I am interested we grew strawberries,—shipping in car-loads to northern markets where the New Jersey strawberry crop is mostly sold. Generally the size of the crop determined prices, but in one year unfavorable weather reduced the New Jersey crop so materially that we expected a strong demand at high prices; but the light crop was of inferior quality,—the berries small and unattractive in appearance.

There was the usual period, between the Delaware crop and the native berries, when the Boston and other northern markets depended upon New Jersey strawberries, but the generally poor quality of the strawberries which had been coming to these markets had caused consumers to turn from strawberries. They showed no interest in them and

the small crop was difficult to sell at any price.

The past season has been unusual in the fact that cranberries have been displayed in chain stores and elsewhere all through the winter,—showing that when an excessive crop makes it necessary to market an unusual proportion in the winter months, moderate prices will make this possible. Had the berries offered in these stores been of good, or even fair, quality I have little doubt that a great many more would have found an outlet in this way; but those which I saw on sale were unattractive. Either they were bought for seconds (or thirds) or had been held long in storage, a practice which I believe is not often used by such stores.

I fully believe that the poor quality of the crop, from each producing district, prevented the development of a sufficient demand to use an equally large crop of good quality at the scale of prices which the Exchange established in 1926. These prices were made to move a crop which was assumed to be 100,000 bbls. larger than the previous largest crop, and when there was a huge apple crop and an abundance of other fruits. It was not a time when we could expect to receive a price for cranberries which would recompense growers, adequately, for the cost of production, including proper charges for over-head and personal service. Until there is closer cooperation among growers of Massachusetts, competition will cause needless losses and waste to the industry; but it was hoped that these prices would prevent actual loss for our members. Probably it has done so for those whose crops were of normal quality, notwithstanding the diminution of gross receipts of our General Shipments which were caused by the various unfavorable conditions.

And here let us appreciate the value of the insurance factor of our averaging plan, how we followed the advices of our managers,—confident that we should receive the fair price that our fellow growers would obtain,—that the risks

of competition, transportation, the whims or exactions of customers in a distinctly "buyer's market" would be spared us as individuals.

How would we have fared without the steadying influence on the market of our cooperative associations? Hundreds of growers scrambling to get their berries to the market before it should be completely demoralized and berries not sell for enough to pay the charges of receivers.

Last summer, during our campaign for new members, we predicted that a crop of 700,000 bbls. was possible when Cape Cod, New Jersey and Wisconsin had bountiful crops in the same year, and that such a crop might be close at hand. It was predicted that if we could gain sufficient membership to represent 80% of the production, a crop of that record-breaking size could be distributed so judiciously that it would sell at profitable prices,—satisfactory to all concerned.

Well, we could not enlist enough growers during the campaign to approach the 80% mark and our sales force had to jump into the job of selling 61½% of a 750,000 bbl. crop of poor quality when there was a surplus of other fruits with which it had to compete as well as with the 288,722 bbls. of cranberries shipped through other channels.

If we did not make a satisfactory profit; if we did not make any profit; if we had poor, wasty berries and avoided a serious loss, we should count ourselves fortunate. I will not say contented because that would imply that we would be likely to fail to study the record of the last season and try to discover a better way of meeting similar situations,—we growers to raise sounder berries; to make ourselves better judges of its keeping quality in storage and when packed; our sales force to apply to their future problems the results of their experiences during the past season.

We take courage in the fact that we were not swamped by a record-breaking crop, as in 1914, when we received an average price \$3.00 per bbl. less than for the 1926 crop.

There were two ways to move this crop. One was to take every possible order; meet competitive prices and let the market follow the natural course of such reckless competition. The other, to establish a reasonable, moderate price to do our best to sustain it;—for the good of our customers, who depend upon our advice and the stability of our policies, and of our members to whom we are under obligations to get the best results possible by honest methods.

We chose the latter course as more in accordance with our duty to all concerned; although the former might have been wiser in the long run. Such results as would have followed the way of unrestrained competition have generally been the means of developing cooperative organizations of producers into successful, stable factors in their trades. It is quite possible that such an experience would quickly enlarge our membership so as to enable the American Cranberry Exchange to handle 750,000 bbls. of cranberries profitably, but it would be at the cost of a season of heavy losses for all concerned. Our cooperative organizations have established the record of continuous growth through twenty years, without ever having sufficient membership to insure success. Let us resolve to make it set a new record of reaching the goal of 80% control without the sacrifices which are inevitable when competition is unrestrained.

Impress other growers with what the American Cranberry Exchange has done for the industry in the season just passed; with what would surely have happened without its steadying influence. Submit to them the importance to **them** and to those dependent upon them of working for the stabilization of the industry upon which must depend the actual value of their bogs as well as the regularity of an annual income.

No thoughtful man would meaningly reduce the sales value of his bogs. It is just as great a mistake to lose an opportunity to increase their values.

Regularity of annual income, although the rate may

vary, is an important factor in the value of any investment. Any agricultural property is subject to the vicissitudes of climatic conditions. We cannot avoid these but, by cooperative selling we can reduce the risks of marketing to a minimum and develop an outlet which can be depended upon to use large crops at prices that will be profitable. If we can eliminate the unprofitable years our bogs will certainly be worth more; and this can be accomplished at no cost except the inconvenience which may result in adjusting packing and shipping plans to the marketing plan developed by the managers of our companies,—experienced salesmen who devote their whole time to selling our cranberries.

To “Independent” growers who fared badly last season the plan of the Sales Company should make a strong appeal; to those who did well, consideration of the risks they had to take should convince them that their good luck is a precarious dependence for the future and that it is time to steer a safer course.

While the Exchange succeeded in saving a most difficult situation from bringing disaster, we came near enough to it to prove that we must rely upon cooperation if we are to avoid bad years in the future,—if we can make reasonable dependence on our crops of cranberries for an annual income.

TREASURER'S REPORT

The closing of the twentieth year of the operation of the New England Cranberry Sales Company marks the shipment of the largest crop of cranberries in its history.

Though the sales prices have not been as high as in some years, our balance of receipts over disbursements compares very favorably with other seasons, and the year stands well up on the list for the amount of money received for the crop.

As far as this company is concerned the season just closing may be compared with the Season of 1923, during which year there was shipped by our growers a total of over 231,000 barrels, which netted the members an average of \$6.48 per barrel.

Our total shipments for this season will be approximately 248,000 barrels, and present indications are that the net average will be over \$6.50 per barrel. Approximately one-half of the increase in shipments is due to the fact that during the past season we have added a total of twenty-four members who have shipped 8,479 barrels.

Our receipts and disbursements have also been very close to those of the Season of 1923, and the financial statement which will be submitted to you shows that we have a fair balance over and above expenses.

This statement also shows that we have shipped the following quantities of the different varieties:

Blacks	Howes	Odd
134,907 bbls.	94,592 bbls.	18,326 bbls.

We estimate that we had on hand on March 31st, about 430 bbls., practically all of which were Howes so that shipments of that variety will equal at least 95,000 barrels.

As a matter of reference the estimates made in early September show the following figures:

Blacks	Howes	Odd
125,000 bbls.	102,000 bbls.	21,400 bbls.

Thus you will see that our total shipments will come within a very few barrels of the original estimates, though as a matter of fact the Blacks over-ran, and the Howes and Odd Varieties under-ran the estimated quantities.

Shipments of Blacks this season, as I have said, amounted to approximately 135,000 barrels, and though the shipping season was ten days later than usual, we were enabled to dispose of all of the Early Blacks during the duration of the General Shipment period, which ended on November 20th, thereby allowing us to make payments to our growers for all Early Blacks before December 20th; a fine record considering the quantity shipped.

Reference to our records of 1923 show that in that season we had 114,000 barrels of Early Blacks and that at the close of the General Shipment, November 24th, 5,000 barrels remained unshipped, and it was necessary to extend the shipment period until Christmas time. Final reports in that season could not be made until January 23rd.

Records for that season also show that on January 1st we had 23,000 barrels of Howes and the duration of the shipment was extended until March 15th. We were able to make payment for the Howes just prior to the closing of the year only by the estimating of about 3,000 barrels then unsold.

This year the Directors decided to test the practicability of the plan of estimating the remaining quantity of berries at the closing date of the shipment. We accordingly made tests of the probable out-turn of the berries which

were on hand unshipped January 1st; determined that the quantity was 13,271 barrels, and by making estimates of proceeds of sales on March 4th were able to send final statements out by March 15th.

I will not attempt to discuss the comparative quality of the berries picked and shipped during the past season with other seasons as I know that both Mr. Griffith and Dr. Stevens have something to say in regard to this, and can give you a much more detailed and authoritative report than I can as they have made special studies of this subject.

In my report of last season I stated that the Directors had authorized alterations to be made at our Tremont Packing House. These improvements were made during the summer season, and consist of a screening room 12 ft. wide by 34 ft. long, attached to the main building and leading to a heading and packing room 30 ft. by 28 ft., with a loft for storage of packages. This packing room was built of what is termed "Stockade" which is a fire-proof material, furnishing excellent insulation, as well as being cheaper in construction costs than the tile used in the main building. These additions were completed at a cost of approximately \$4,000.00. New screening equipment was installed in the buildings enabling us to handle to much better advantage the increased quantity of 3,000 barrels which we had to screen and pack at that point.

Additional separators were installed at No. Carver and Plymouth. With these increased facilities we are in a position to pack a carload of berries per day at each of the three houses.

In August the Directors authorized the purchase of the building which we have been leasing at West Barnstable, so that the Company now owns four packing houses favorably located and equipped to care for the patronage which appears to be increasing.

We have handled a total of 33,739 barrels at the com-

pany packing houses during the past season, divided as follows:

	Barrels	Boxes	Total
Tremont	520	23,829	12,434½
No. Carver	326	17,387	9,019
Plymouth	284	17,172	8,870
West Barnstable		3,920	1,960
Harwich		2,912	1,456

The facilities provided by these houses again play an important part in the handling of the crop, and the caring for the quantity of berries which were taken over by the Company as of January 1st. Without such facilities there would no doubt have been forced on the market at least 6,000 barrels which could not have been cared for without heavy expense by the individual grower.

In such a season as the one just closing, the cooperation of the company's members is invaluable in carrying out the program of its activities, and is greatly appreciated by all those in charge of its affairs.

I submit for your consideration and approval the following account for the year ending March 31, 1927:

TREASURER'S ACCOUNT FOR THE YEAR ENDING MARCH 31, 1927

Receipts

Expense reserved from year's sales	\$35,551.31	
Income from use of truck	278.80	
Contingent Fund	446.75	
	<hr/>	\$36,276.86

Disbursements

Interest and Discount	\$1,747.97
Light and Heat	404.44

Telephone and Telegraph	1,244.45	
Express, Freight and Carting	81.83	
Printing—reports, etc.	243.40	
Stationery and Office Expense	1,054.57	
Postage	489.69	
Office Salaries	7,446.00	
Treasurer's Salary	5,500.00	
Treasurer's Expense	753.21	
General Expense	756.12	
Expense of Meetings	492.16	
Insurance	498.02	
Labels	4,024.64	
Taxes	263.20	
Automobile Account	870.96	
Inspectors' Salaries and Expenses	2,965.89	
Screenhouse Depreciation and Expense	2,249.02	
Office Equipment, depreciation, etc.	310.71	
Engraved Plates	179.19	
Merchandise	35.96	
	<hr/>	\$31,611.43
Balance over expenses		<hr/> \$4,665.43

Cranberries

Paid growers during fiscal year, 1925 acct.				\$1,241.54
			1926 acct.	1,500,901.65
Advertising Assessments			1926 acct.	118,427.35
				Equal
Shipments	Barrels	Boxes	Crates	Bbls.
Early Blacks	2,373	263,734	2,000	134,907
Odd Varieties		36,652		18,326
Howes	3,500	182,036	210	94,592
Estimate on hand				430
				<hr/> 248,255

AUDITOR'S REPORT

We beg to submit the following Statement of Condition as shown by the books of the New England Cranberry Sales Company for the year ending March 31, 1927.

Assets		Liabilities	
Amer. Cran. Ex. Loan	\$13,475.00	Membership Fund	\$3,020.00
Accounts Receivable	63,523.76	Operating Fund	75,672.01
Cranberries	10,768.98	Reserve Funds:	
Real Estate and Bldgs.	59,100.00	Season of 1925	22,538.30
Office Equipment	3,750.00	Season of 1926	4,665.43
Screenhouse Equipment	5,750.00	Bills Payable	60,000.00
Screenhouse Supplies	8,075.15	Mortgages	5,000.00
Engraved Plates	600.00		
Trademarks	150.00		
Merchandise	200.00		
Automobile and Truck	425.00		
Cash	5,077.85		
	<hr/>		<hr/>
	\$170,895.74		\$170,895.74

This statement is in accordance with the balance sheet of March 31, 1927, which we have checked, together with the Treasurer's report of receipts and disbursements.

We have also audited the ledger accounts and bank accounts, and to the best of our knowledge and belief these accounts are correct. We find that all vouchers and statements are properly filed and that the inventories are entered on the books in accordance with the Directors' appraisal.

Respectfully submitted:

T. T. VAUGHAN,
RUEL S. GIBBS,
ALBERT A. THOMAS,
Auditing Committee.

REPORT OF H. S. GRIFFITH,

Chairman of Inspectors

The season of 1926 was unusual in many ways. With the largest crop ever marketed, with market conditions unfavorable, and with the Howes of a poor quality deteriorating by a steady rot, I think we can consider it a mark of good fortune that the results were not positively disastrous. In this dilemma the co-operatives did for the cranberry growers what the farmers are asking of the government, and without power to tax the industry they had to bear the cost. The main loss was in the shrinkage of the Howes which showed a shrinkage of approximately 50 per cent. in lots held over, but if these had been forced upon the markets before Christmas the loss through a demoralized market must have been heavier, although the loss would have been distributed over the whole industry, and so the credit for saving the situation can be considered by the co-operatives in balancing their accounts for the season.

I regard the keeping quality of the fruit as unusual. I can say without reservation that I never saw a cleaner lot of Blacks, and after Nov. 1st I never saw a more treacherous lot of Howes.

Size of the Fruit

Basing my calculations on the lots that passed under my inspection the fruit was below the average size. The years 1919 and 1923 were the only seasons since I have kept a record of the size that the fruit was smaller. The size of the fruit for the season was:

Blacks 15 per cent. large, 50 per cent. average and 35 per cent. small as compared with a seven year average of 32 per cent. large, 36 per cent. average and 32 per cent. small.

Howes 12 per cent. large, 63 per cent. average and 25 per cent. small, as compared with a seven year average of 43 per cent. large, 36 per cent. average and 21 per cent. small.

Fruit Worms

At the outside I should say that the damage from fruit worms was not more than average; perhaps light. The worms appeared late, doubtless owing to the lateness of the season. The harvest began the second week in September.

Condition of the Blacks

I am not giving the results of the incubator tests except to say that the early tests of this variety did not develop rot. Dr. Stevens will give a detailed account of experiments in this line. There were 58 compromised shipments that were considered by the directors, the trouble mostly being from fruit worms, market conditions, or lack of color or size. I think it fair to say that not more than 15 lots were complained of on account of rot, and only eight of these showed more than 10 per cent. rot according to market inspector reports. It is known that fertilizer was used on some of these bogs, and an investigation might reveal that as the cause of complaint on this line.

It is worthy of note that 23 of the 58 rejected lots were shipped to District No. 6, eleven of which found their way into the Chicago store. All rejected lots in that District were forwarded to Chicago, and a car held without orders was forwarded to that market. It would thus appear that the Chicago store had more than its share of the poor lots and this must have given the selling agent there, and the advertising agent, an exaggerated idea of the condition of the Blacks.

Condition of Howes

As the Blacks had run in such good condition I expected the same of the Howes. Of the 56 lots shipped in October, mainly to the Pacific coast, only four complaints were recorded, and these complaints were trivial as far as rot is concerned. One car shipped to San Francisco Oct. 14th was reported in bad condition on arrival, but as it was accepted at \$3.75 I conclude it was not bad. Another car shipped to the same point Oct. 25th was accepted with the exception of 60 boxes which showed rot, and which were discounted. On Oct. 30th a car was refused on account of lack of size, and on the same date a car was refused on account of lack of color. This completes the shipments to Nov. 1st. During that month I found but two lots that showed rot. On Oct. 27th I reported a lot "showing first sign of end rot" and on Oct. 29th a lot "affected by something probably end rot."

But after Nov. 1st every lot was affected in varying degrees and I was agreeably surprised to learn that we had so few rejections. And while the growers escaped with so few complaints on account of rot, the fruit must have deteriorated in the hands of the trade or the consumer, and this condition must have had a deterring effect on the demand.

It was noted that the worst lots were light in color. This condition had been noticed before and it has given a basis for a theory in this line. Fruit did not color well in storage and some lots held until March were not fully colored.

Up to Jan. 11th complaint had been recorded against 46 shipments of Howes, 42 of the complaints after Nov. 1st. I note also that 18 of these lots were shipments to Dist. No. 6. As near as I can guess from the records I should say the causes of these rejections were as follows: 2 slack pack; 4 small fruit; 11 general complaint, probably market conditions; 13 lack of color, and 16 rot. The following percent-

ages of rot were determined by the market inspectors: 4-5-5-8-8-10-10-12-12-12-12-12-14-15-18 and 30. I note that of the 16 lots that developed the highest percentage of rot, 11 were shipments to Dist. No. 6. There lots shipped to Chicago were reported as showing 12, 12 and 15 per cent. rot, and those shipments to Dist. No. 6 outside of Chicago showed 8-10-10-12-12-12-14 and 30 per cent. rot. The only rot outside of Dist No. 6 was reported as 4-5-5-8 and 18.

Observations

I beg to submit a few observations on end rot, not with the thought of shedding any light on the matter, but for the purpose of having something on record for future comparisons. Through the nature of the main rots that affect the Blacks and Howes it appears that the growers are carrying the light end of the load. The Black rots develop at a high temperature, but the bulk of this variety is consumed by the first weeks of the Fall markets, thus getting them out of the way before the rot seriously depletes the stock, while as the season advances the lowering temperature tends to arrest the rot in the lots left in the grower's hands. In the case of Howes, the rot of which develops at a low temperature, the growers ship a large part of their crop before the temperature drops to a point that develops the rot. Thus a large part of the Howes are transferred to the trade before rot seriously diminishes the bulk. At least this seems to be a workable theory, but if the fruit decays in the hands of the trade or the consumer, it is still the grower's responsibility, and the grower's loss, indirectly perhaps, and we should not relax in our efforts to better the conditions.

Quoting from my report for the year 1918 bares considerable ignorance, and I am not guaranteeing that a quotation from this report ten years hence, will not meet with the same result, and I most sincerely hope it will. The conditions of the season of 1926 in which the Blacks were of exceptionally good keeping quality while the Howes were

of exceptionally poor keeping quality, was probably not unique although our records offer little for comparison. I find the season of 1918 was very similar to the season of 1926 in this particular. I quote from my report for 1918:

"The trouble from fruit worms was at a minimum, but I state for purpose of record the fact that the worms worked later than usual. They wrought more damage to the Howes than they did to the Blacks and the crop of Howes was considerably lessened in consequence.

"I found more indications of rot among the Howes than I did among the Blacks. That the Blacks did not decay in transit is proof of this. This does not necessarily insinuate that the Blacks are better keepers than the Howes; end rot develops in the Howes that the Blacks escape by early shipment. I have noticed this condition in previous years. This rot does not appear to impose a serious hazard in shipping as it is a slow rot, especially in cool weather and shipments do not seriously deteriorate in transit, but the loss to the holder in shrinkage is serious, both to grower and dealer, and it should receive serious consideration. Dr. Shear says of this rot: 'Whether the recent increase in this rot indicates that the disease is becoming more serious or has only appeared more frequently the past year or two on account of unusually favorable conditions for its development and distribution, is not known.' "

As indicating the similiarity in temperature conditions of the years 1918 and 1926 I note that the first car shipment for the year 1918 was September 10; and the first car shipment for the season of 1926 was Sept. 11. If certain conditions produce sound Blacks and unsound Howes it raises an interesting problem to learn what those conditions are. As stated above end rot developed about Nov. 1st and after that date practically all lots appeared affected. I watched care-

fully the rest of the season for something that might shed light on the condition. I thought possibly storage conditions might be a factor but I cannot say that I found evidence to confirm it. Of the two lots I saw after Nov. 1st that showed practically no rot, one was held on a middle floor with ample ventilation; the other was stored in a basement. Both lots were shipped early in December. Still it would seem that if this rot develops at a low temperature, storing in a basement, or where the temperature can be held at 40 or above, might arrest the rot.

I have reasons for holding where the fruit is stored in large blocks, the fruit in the center of the block is most likely to be in bad condition whether the fruit is affected by high temperature or low temperature rots. This also suggests the question: Will fruit stored in shipping boxes stand as well as it will stored in picking crates? I have been told that it will not, and while I have no argument in the matter it has seemed to me that lots of either Blacks or Howes held in large and compact masses would stand better if the boxes in which they are held were cross-piled in storage.

On point of color I don't think it will be disputed that the lots that show the highest percentage of rot are the lots lightest in color, but that this condition arises from harvesting at the wrong stage I think is undetermined. Some seasons fruit may be safely picked at any stage and there is no trouble in coloring; at other seasons the fruit takes color slowly after the harvest and never reaches a high color. This was true for the seasons of 1914, 1918 and 1926, and I presume may have held in other seasons in a smaller degree. While we have a settled theory that picking Blacks before they are fully colored gives them a stronger power of resistance, and we may admit that picking Howes fully colored gives that variety a stronger power of resistance, I think we will have to go farther back to find an explanation of the condition—perhaps before the blossom stage.

I am adding the number of complaints recorded against the shipments to the various Districts for the season of 1926. I do not draw any conclusions from these figures but they may be interesting for future comparison.

District	Blacks	Howes
1	5	3
2	8	4
3	15	10
4	0	1
5	0	0
6	23	20
7	1	0
8	4	0
9	0	0
10	2	8
	<hr/>	<hr/>
	58	46

FOUR YEARS EXPERIENCE IN FORECASTING THE KEEPING QUALITY OF THE CRANBERRY CROP IN WAREHAM AND CARVER.

**Neil E. Stevens
Bureau of Plant Industry
Washington, D. C.**

Each time we have discussed the prediction of keeping quality we have insisted that very little could really be learned about it until Plymouth County had been through a season in which the cranberries showed poor keeping quality. Since part of the 1926 crop apparently fulfilled this condition, it may be a good time to summarize what we have learned.

First of all our experience this year has refreshed our memory as to the injury that rotten cranberries actually do on the market. At Camden in January, Mr. Chaney spoke with his old emphasis of the harm done in the market by berries of poor keeping quality. What he said sounded very natural although it has been some four years since we last heard it and served to remind us again that our rot problems are by no means solved.

Our failure to forecast last September the rot which developed in Cape Cod Howes during November, has served as a warning against placing too much confidence in incubator tests. I believe that the interested growers and shippers needed this warning more than we did. We fully realized in this matter of forecasting keeping quality, just how thin the ice was where we were skating, because we

could feel it buckle under our feet, but so long as we did not break through and drown, the ice may have looked all right to those who were standing on the shore. In my paper before the Cape Cod Cranberry Growers' Association in August, 1925, published in the Wareham Courier, I said—

“We perhaps cannot say too often or too emphatically that in a highly uncertain matter like the ‘prediction’ of the keeping quality of a crop we may find at any time that we are heading in the wrong direction.”

In 1926, the cautionary statement was made even more emphatic, and read as follows:

If this year's crop should prove to have good keeping quality, it would be the fourth good year in succession. This is the longest period of continuous good quality since our records were started. While it must be admitted that for the past three seasons the incubator tests and weather records have agreed in indicating good keeping quality and the crops themselves have actually proved to be unusually sound, it would be very unfortunate if growers and dealers should be led by this to place too much confidence in these tests. The whole matter is at present merely an experiment. We cannot be even reasonably sure we are on the right track until this region has a crop of poor keeping quality. Meanwhile, as Mr. Griffith remarked in discussing this matter before the Sales Company, we may be merely putting off from year to year admitting that we haven't learned anything.

Our experience this year seems to emphasize the need of some more accurate standard by which we may judge the keeping quality of a crop. I am referring now not to telling the keeping quality in advance, but to determining accurately the degree of soundness or unsoundness at the close of the season.

Up to 1922 our only records of keeping quality were those in Mr. Griffith's report to the New England Cranberry Sales Company. These were very useful indeed. They constituted our only basis for an attempt to analyze the relation between weather and keeping quality, but I doubt if we ought to rely wholly on these estimates in the future. This is no reflection on Mr. Griffith or his fellow inspectors. It is merely an admission of the limitations under which they work. The berries they actually see, of course, are those held in screen houses. In years of a small crop or extra good market, the berries pass out from under their observation much sooner than in years of large crop or slow market.

To be sure, they check their own observations by the records of lots which come to the Sales Company for adjustment, but here again the human factor comes in. Rejections as you all know, are relatively few on a rising market and relatively much greater on a falling market. This is inevitable. If berries can be sold at a fair profit, the dealer is much more apt to let them go and forget any rot present. In general, we must all admit that in years of large crop or slow market, cranberries are subjected to much more severe tests than in years of small crops or good markets. This is particularly on our minds right now at the close of a season which had the largest cranberry crop in history and the worst general fruit markets in many years.

This year's experience shows clearly the need of studying the keeping quality of your two principal varieties, Blacks and Howes, separately. The desirability of this is emphasized by the fact that while Cape Cod Howes disappointed us this year, the Blacks apparently kept pretty well. In fact, Mr. Porter even went so far late in October as to say that "the Blacks were never better."

Now what do we propose to do about it? Regarding the need of a more accurate measure or index of keeping quality, I am glad to say that we have already started a

series of tests which if continued ought to give us a fairly reliable standard for judging keeping quality. We stored this year in the State Bog screenhouse at East Wareham, bushel lots of cranberries from several of your bogs, (chiefly those from which we had previously run incubator tests) and made actual counts of decay during the fall. We did the same thing in New Jersey on representative lots, and more important than either, we carried on in Chicago in the warehouse of the American Cranberry Exchange, comparative keeping tests of selected lots of cranberries from Massachusetts, New Jersey, Wisconsin and Oregon. If we are able to carry these on for several years under similar conditions, we ought to have a very much more reliable measure of the keeping quality of cranberry crops of various years.

Before I forget it, I want to say that our Chicago storage tests were made by Mr. H. F. Bain, specialist in cranberry disease control for the Wisconsin State Department of Agriculture. Mr. Bain is also a collaborator with the Bureau of Plant Industry and is keenly interested in cranberry problems, including the rots that develop after picking. Being much nearer Chicago than any of the rest of us, he can more easily keep in touch with conditions there and is a welcome re-enforcement to the small group that is actively studying these problems.

Table 1

Amount of rot present in cranberries during the storage tests in Chicago, expressed in per cent.

Amount of rot present at beginning of test	Increase in rot since last test was begun	Rot developed in sound berries during 2 week period
Oct. 15, 1926		Oct. 15-Nov. 1, 1926
Cape Cod Howes	1.	1.
Cape Cod McFarlin	1.3	1.

Nov. 16-18, 1926			Nov. 15-Dec. 1, 1926	
Cape Cod Howes	4.6	3.6	1.1	
Cape Cod McFarlin	8.2	7.2	4.6	
Dec. 15, 1926			Dec. 15, '26-Jan. 1, '27	
Cape Cod Howes	13.4	8.8	6.7	
Cape Cod McFarlin	10.2	2.	4.9	
Jan. 18-19, 1927			Jan. 17-Feb. 4, 1927	
Cape Cod Howes	20.9	7.5	8.3	
Cape Cod McFarlin	25.0	14.8	8.1	

Table 1 shows the results of the Chicago tests of Cape Cod berries. These were shipped in half barrel boxes in the chaff by freight and stored on arrival in the Chicago storehouse. Column one gives the total rot in the box on the date indicated. Column two, the increase in rot since the previous box was opened. Column three, the amount of rot which occurred in a peck of sound berries hand-sorted at the time the first count was made and stored for two weeks. So far as these lots go, they seem to indicate fair keeping quality. Berries which on December 15 showed only 10 to 14 per cent. decay for the entire period since picking, are not shrinking very rapidly.

Since this is the first year we have run Chicago tests, it does not furnish us any basis of comparison between this and other years. One thing, however, must be conceded the Massachusetts Howes. That is, they showed up very well in comparison with Howes from other regions. I rarely venture comparisons of cranberries from different states. Such comparisons may be dangerous. It is only just to say, however, that throughout the Chicago storage tests whenever we had comparable lots under the same conditions, Massachusetts Howes showed less rot than Howes from New Jersey.

Table 2

A comparison between the amount of rot during one month in storage and the amount of rot in early and late incubator tests from the same material, Massachusetts.

1926. All expressed as per cent.

No.	Variety	Rot in in-	Rot in late	Increase in rot
		cubator test, Sept. 1-7	incubator test, Oct. 24-30	in storage, Oct. 12-Nov. 15
1	Blacks	0	20.	29.5
3	Blacks	0	2-	2.7
20	Blacks	0	5-	8.
21	Howes	0	1-	5.
22	Howes	0	1-	5.
23	McFarlins	0	5.	4.
24	Wales Henry	0	7.	12.
27	Blacks	0	4.5	10.5
32	Howes	0	1.	3.
27	Middleboros (dusted)	0		0.
28	Middleboros (untreated)	0		12.

Table 2 gives a comparison of the amount of rot in an incubator test during the first week in September, the amount of rot in a similar test six or seven weeks later, and the actual rot during the critical month from October 12 to November 15. It shows what we might expect, that whereas the berries were all sound enough so that the test early in September failed to bring out any differences in them, the incubator tests run late in October showed very distinct differences. In general, the amount of rot developing in the incubator for the week October 24 to 30 shows a fair degree of correlation with that which developed during an entire month in actual storage. In most cases the rot in the incubator was less than that in storage. Experience with other

berries indicate that had these lots been decidedly weaker they might still have shown some differences early in September.

With reference to the need of studying the keeping quality of Blacks and Howes separately, I must admit that I am amazed at our lack of foresight when I look over the records and see to what an overwhelming extent we used Early Blacks in these incubator tests. This was perhaps natural in view of the fact that the Early Black is of course the most common variety and it is the one in which we are most interested early in September. Nevertheless, I feel that we would have done much better and will do much better in the future to run our incubator tests later in the season and make separate forecasts for Howes.

In this connection I may say also that we will probably use a lower temperature for the October tests on Howes. The chief reason for this change in temperature late in the season is that the End Rot fungus which will grow fairly well at temperatures close to freezing does not have anywhere near so much to gain from high temperatures as do those rot fungi which develop earlier in the season. The End Rot fungus, as most of you know, is the most important rot fungus during the last two-thirds of the storage season, and is especially important in Howes and in the northern cranberry growing regions. It might be better if we used a low temperature early in the season also, but there are good arguments against this, the most important of which are the difficulty of maintaining a uniform temperature at a lower level during the hot days which often occur early in September and the desirability of making our future tests comparable with those of the last four years.

Some culture studies we have made seem to indicate that the rot which has developed in our incubator tests has been due chiefly to high temperature fungi even when we knew the End Rot fungus was very much more abundant,

as for example in Wisconsin berries. This is well shown by Table 3.

Table 3

Cultures from berries which rotted in incubators, 1926

	New Jersey (16 samples)	Wisconsin (2 samples)	Massachusetts (9 samples)
Guignardia	29	16	14
Acanthorhynchus	17	3	1
End Rot	6	1	5
Pennicillium (29)		1	5
Glomerella			3
Sterile	97	144	22

Table 3 also shows that a large proportion of the berries which have broken down in our incubator tests contain no rot fungi, or at least no living rot fungi. This seems to indicate that some of the berries are unable to survive the severity of the treatment and that we are actually testing the "endurance" of the berries themselves.

While we plan to run these late incubator tests chiefly for the purpose of making a separate prediction for Howes, they will no doubt be useful (as indicated by Table 2) in checking up on Early Blacks which are held late in the season. If we are able to carry out present plans for this fall, incubator tests will probably be run almost continuously until Thanksgiving.

The Relation of Temperature to Keeping Quality

You can hardly expect me to close without a reference to the relation between climate and keeping quality, but I will try to make it brief.

It is now four years since in a talk before the American Cranberry Growers' Association at Philadelphia, I first suggested the possibility that we might at some time be able to

tell something about the keeping quality of the cranberry crop by the weather during the growing season. At that time, on the basis of the records then available, I advanced the hypothesis that a cool spring followed by a hot summer gave us good keeping quality whereas a warm spring was to be regarded as a danger signal, especially when followed by a cool summer. This hypothesis was based on a study of the weather records for the State Bog at East Wareham, and the reports of keeping quality of this region as set down by Mr. H. S. Griffith in his reports to the Sales Company.

Table 4 summarizes the information on this point from 1912 to date. The second column gives the temperature for May and June, the third the temperature for July and August, and the last the keeping quality of the crop. Instead of the index figures used in earlier tables, I have used words to indicate the temperature in accordance with the values indicated in Table 5. This should make comparisons somewhat easier.

Table 4

Temperatures for spring and summer at East Wareham
and keeping quality of the cranberry crop in
Plymouth County, Massachusetts

Year	Temperature in May and June	Temperature in July and August	Keeping Quality
1912	high	medium	poor
1913	low	high	good
1914	high	low	bad
1915	low	medium	poor
1916	low	high	good
1917	low	very high	good
1918	medium	high	good
1919	high	high	poor
1920	very low	high	very good

1921	medium	high	fair
1922	very high	high	bad
1923	medium	low	good
1924	low	medium	good
1925	high*	high	good
1926	very low	medium	Blacks good Howes poor

*See text for explanation.

Table 5

Basis used for grouping temperature indices in making up
Table 4

Spring temperatures:

Very low—below 500

Low—500 to 550

Medium—550 to 600

High—600 to 650

Very high—above 650

Summer temperatures:

Very low—below 1000

Low—1000-1065

Medium—1065-1125

High—1125-1200

Very high—above 1200

Checking over Table 4 shows that whenever we had the combination Low or Very Low spring temperature with High or Very High summer temperature, we had good keeping quality, as in 1913, 1916, 1917 and 1920. On the other hand, when we have had High spring temperatures, as in 1912, 1914, 1919, 1922 and 1925 we have had poor keeping quality except for 1925 when the temperature index ran up out of all proportion, due to three or four extremely hot days the latter part of May, which affected the vegetation very little. There were some intermediate years that

fell in neither of these classes. Years like 1915, 1924 and 1926 continue to be a puzzle. We must remember too that cranberry crops, like people, are never absolutely good or bad, but that there are good berries in the worst years and some poor ones every year.

In conclusion it must be admitted that we have not yet met the issue squarely, either as regards the incubator tests or the temperature relations during the growing season. Those berries which we had actually tested in the incubator (chiefly early varieties) showed in general what the tests had led us to expect. The temperatures for this year place it in a class with 1915 which has been a puzzle from the first day we put a table like Number 4 together.

The difficulty we are encountering in meeting so complex an issue squarely suggests the advisability of work in other sections and as some of you know, we are carrying on tests in New Jersey and Wisconsin. We are not likely to venture forecasts in those states, however, for many years. We know little enough about the situation in Wareham and Carver, and even less about conditions elsewhere.

We do feel, however, that our results so far justify the continuation of our studies of this problem. And since there could be no interest in making forecasts to be sealed up and opened ten years later, we shall continue to make these forecasts public, trusting you not to take them too seriously or expect us to be right all the time. Of course we can accumulate additional facts very slowly. Perhaps if we could study as many years of sound crops as Dr. Franklin has studied frosty nights, our forecasts might be as good as his.

Reviewing the four years it appears that our forecasts of keeping quality for this region were substantially correct in 1923, 1924, and 1925, and at least half right in 1926. This may be accidental. It is certainly a very much better record than we expected or even hoped for. In view of the complexity and novelty of the problem, it is probably a very much better record than we deserved.

REPORT OF WORK OF PICKING MACHINE

By Paul E. Thompson

In this present paper I wish to present to you not so much a technical treatise on the Picking Machine as a rather informal discussion of my own conclusions and reactions as to the operation and probable effects of the machine in actual use. I think that all of you are familiar with the principle and the appearance of the machine I am discussing. It is the machine which has been developed by Mr. Mathewson from the invention of Mr. Tervo. I shall not take your time here to try to explain how it works as I think you have all followed its development closely enough to understand that as well as I do.

I can think of no better way to approach this subject than to ask the same questions which I asked last year and then answer them as I see the answers.

Has the machine been given a fair and sufficient trial, under commercial conditions, as they exist today, to make any statement or prophecy concerning it tenable?

Is the principle on which it works right?

Will it pick berries and how well?

Does it injure the fruit?

In what condition does it leave the bog?

How much does it cost to operate?

Has it reached a reasonable stage of mechanical perfection?

These are the same questions and in the same order in which I placed them in my discussion of this same topic last year. I think that with an added year's experience it is shown that some of these questions, which seemed at

first to be nearly equally important really are of a minor importance, and I hope to so indicate in the development of this theme.

We have now picked two full seasons with this machine an area of thirty acres, harvesting over five thousand barrels of cranberries and using only such scoopers as were necessary to pick the ditch edges. This seems sufficient to begin to draw conclusions from.

It seems to me that we have demonstrated the soundness of the principle on which this machine works.

We certainly picked better than a crowd of careless scoopers and I think better than the average scooper at piece work. I do think, however, that on my vines careful day work would have been slightly cleaner, on the average. As the vines become more tangled and difficult to pick by scoops the machine shows up to better advantage in comparison with hand scooping.

I feel that the fruit as picked by the machine is, to say the least, not damaged any more by the machine than by any other method of harvesting. We have had no complaints of any shipment of ours since picking by this method. Some years ago Dr. Franklin made some studies of berries picked by the original experimental machine, and others picked by scoops the same day from the same plot. The berries picked by the machine showed markedly better keeping qualities. We kept some of our berries till January and then turned them over to the Company at the close of the general shipment. At my request Mr. Benson took a special interest in these berries and tells me that they were among the best keeping berries they had in the Company packing houses this year. He also told me that the finest berries he had ever seen were some berries from Long Island which had been picked by one of these machines.

The answer to the next question I am going to leave to the last as my experience seems to show that it so dominates all the others that it is the one thing that I wish you to

remember above all others in this discussion.

Costs in my opinion vary so much with conditions that any figures are inconclusive. However, I will repeat those I gave last year and this seasons for what they may be worth to you. Three years ago, the last year without a picker, I put 1,703 barrels in the screenhouse for 68.5c per barrel; the next year, the first year with the picker, 2,224 barrels cost me 44.1c per barrel, while last year 2,839 barrels cost 36.8c per barrel in the screenhouse. I still believe, however, that the fairest way to judge the cost is by the acre rather than by the barrel. Last year we picked one section which happened to contain just an acre, in two hours and fifty six minutes. The year before it took three hours and eighteen minutes to pick this same section. In figuring these costs I have made no charge for my own labor as that was included in my overhead in all instances. I did, however, drive the picker myself in all instances and if a fair charge could be determined on, possibly it should be added to my costs as reported. We worked through six weeks and for a total of 137 hours. You know, many of you better than I, how much that should cost. If you hire a driver you would use him on other work as well. I think that the charge should be below five cents a barrel anyway.

The machine is not mechanically perfect. No machine is. We, however, picked every day and due to the addition of a safety clutch picked without the constant breakdowns of the previous season.

And now to discuss the question which I slid over to the last. We have decided that it will no longer be necessary to rake or prune the bog. We took off less than a good wagon load of prunings all together last year. The thing which I wish to emphasize and leave for you to remember and carry away with you is that the machine left the bog in such good physical condition that a crop of 94.6 barrels per acre followed one of 74.1 barrels and as far as I can see it will take frost or worms or some other outside agency to

stop a similar increase this year. That being the case why worry over costs or the number of berries left on the bog or in fact about very much of anything else. Charge it all up to insurance and fertilizer if you wish. With a machine two men can pick all but the ditch rows. And I guess we can always manage to get what they pick ashore and in the house somehow. That is insurance against labor shortage. As for fertilizer, look at the increase in my own crops due to the machine.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.
1928

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES
AT THE
ANNUAL MEETING, APRIL 10, 1928

List of Officers for 1928-'29

BRIDGEWATER, MASS.
ARTHUR H. WILLIS, PRINTER
1928

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1928

President.

G. R. BRIGGS, Plymouth.

First Vice-President.

J. C. MAKEPEACE, Wareham.

Second Vice-President.

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Assistant Treasurer.

SUE A. PITMAN, Middleboro.

Directors.

E. D. Atwood, So. Carver.	H. S. Griffith, South Carver.
F. L. Bailey, Kingston.	I. C. Hammond, Onset.
H. R. Bailey, So. Carver.	C. D. Howland, Plymouth.
L. B. R. Barker, Bournedale.	Z. H. Jenkins, W. Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
A. E. Bullock, Taunton.	W. F. Makepeace, W. Barnstable.
J. F. Carleton, East Sandwich.	C. W. Maxim, No. Rochester.
G. H. Chandler, Marshfield.	W. E. R. Nye, Sagamore.
G. A. Cowen, Rock.	B. C. Shaw, Middleboro.
L. A. Crowell, East Dennis.	B. E. Shaw, South Carver.
C. A. Driscoll, Osterville.	Paul E. Thompson, Middleboro.
H. J. Franklin, East Wareham.	W. E. Trufant, Whitman.
H. L. Gibbs, West Wareham.	Carl B. Urann, Wareham.
R. S. Gibbs, So. Carver.	M. L. Urann, South Hanson.
S. B. Gibbs, West Wareham.	T. T. Vaughan, Carver.
Harrison Goddard, Plymouth.	C. E. Weston, Middleboro.
Colburn C. Wood, Plymouth.	

Executive Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee.

R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
A. A. Thomas, Middleboro.	

Picking Machine Committee.

E. D. Atwood, So. Carver.	Z. H. Jenkins, West Barnstable.
H. R. Bailey, So. Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
I. C. Hammond, Onset.	T. T. Vaughan, Carver.

Screening House Committee.

L. B. R. Barker, Bournedale.	R. S. Gibbs, West Wareham.
A. D. Benson, Middleboro.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.

Colburn C. Wood, Plymouth.

Directors of American Cranberry Exchange.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF ANNUAL MEETING.

The annual meeting of the New England Cranberry Sales Company was held in the Town Hall in Carver, Mass., on Tuesday, April 10, 1928, being called to order by the President at 10.45 A. M.

There were seventy-two members present, representing one hundred and twenty-five memberships.

In the address of the President emphasis was placed on the conspicuous value of a co-operative sales organization as manifested by the results of the past season.

The Treasurer's report and the Auditors' report were received and approved.

Mr. Henry S. Griffith read a very interesting paper which had reference to the quality of the berries during the past season and in the report quoted statements regarding temperatures affecting cranberries as reported by Dr. Neil E. Stevens of the Bureau of Plant Industry.

It was then voted to proceed to the election of Directors, a Clerk and a Treasurer, and make nominations for Directors of the American Cranberry Exchange.

The polls were opened under the direction of Mr. Chester E. Weston, and were declared closed at 11.50 A. M. all having voted who wished to do so.

Mr. A. U. Chaney then addressed the meeting giving a very interesting talk on the results of the past season, illustrating the report with lantern slides.

The meeting took a recess for lunch and reconvened at 2.00 P. M. with Vice-president Barker presiding.

Remarks were made by Mr. C. M. Chaney as to conditions found in the territory which he had visited in the past month, and prospect for the use of the quarter barrel box in the coming season.

Mr. McKinstry of the Advertising Agency made a few remarks in regard to the increasing value of the "Eatmor" trademark.

Mr. H. L. Gibbs, Mr. Porter, Mr. Urann, and Mr. Noble were listened to with interest by the members.

Adjournment was taken at 3.20 P. M.

A. D. BENSON,
Clerk.

PRESIDENT'S ADDRESS

If good prices for our last crop is a criterion of a successful season,—and, probably, there is no better one,—we meet today with genuine satisfaction in the results achieved by our co-operative organization, and with high praise for the foresight and ability of our selling agents to size up market conditions so accurately that the development of the market outran the favorable course which they predicted and on which their selling plan was based.

Co-operative selling has proved of great benefit to cranberry growers in many seasons,—greater, I think, in some other seasons than in the last, because it has sometimes prevented disastrous results when such would have been inevitable without the large measure of regulation in distribution which the American Cranberry Exchange accomplished. It seems to me a greater service to prevent disaster in perilous times than to augment profits in a season when a measure of success is assured,—welcome as exceptional profits were this season, following a year when we were fortunate if we avoided losses. Therefore, I believe that there was not the opportunity in the last season for co-operation to be of maximum usefulness; but, was not its value most **conspicuous** in the latest manifestation of its effect upon the market for cranberries?

I think that all will agree that the prices at which the EXCHANGE opened both Blacks and Howes were substantially higher than growers expected, or than any other selling agency would have named. I believe that these prices were the result of careful, thorough study of pros-

pective market conditions which our managers,—with their exclusive opportunities for pertinent information,—were able to bring to the problem, and to their surprising success in drawing correct conclusions from exceptional knowledge and experience. Looking back over the many years through which they have steered our business their success in diagnosis is conspicuous and it is giving to the EXCHANGE a reputation in which growers and dealers have increasing confidence.

Although the reputation of the EXCHANGE for knowing market conditions is generally accepted, I believe that few, if any, persons outside of our co-operative companies believed that our opening prices could be sustained and within our organizations I think that hope was greater than belief. There seemed to be likelihood that other selling agencies,—less optimistic than our own,—together with those individual shippers who, without adequate information, ship as happens to suit their convenience, would send out such irregular and inopportune shipments as to cause re-actions which would depress the market and slow up the movement of the crop. Yet, there were only the slight fluctuations in prices which are inevitable when a considerable share of the crop is shipped without a definite plan or, if in accordance with varying plans which are unrelated. The market developed satisfactorily; prices were generally maintained; dealers who bought too cautiously in the belief that prices would break were disappointed; and the late berries sold at prices above any ever obtained for a like quantity, with closing prices such as must increase the prestige of the EXCHANGE with all interested in cranberries,—either as dealers or producers.

I would say, therefore, that the services of the EXCHANGE to all cranberry growers in marketing the crop of 1927,—which moved with unusual steadiness at exceptionally favorable prices, maintained through the offices of the EXCHANGE,—were conspicuously valuable.

There can be no doubt that if opening prices had been made by chance or without the initiative of the EXCHANGE, the bulk of the crop would have been sold at distinctly lower prices; and, while extreme prices might have been obtained for a few berries in the excitement of a holiday demand which could not be met adequately, these would have probably caused the reaction usual under similar conditions and a weak closing market.

Growers who can see, plainly, that co-operation has benefitted them substantially should be interested in strengthening our Company and the EXCHANGE by their co-operation with us. Those who were not convinced that the services of the EXCHANGE have prevented disastrous breaks in seasons when conditions were difficult may realize that their returns for their last crops,—so greatly exceeding their expectations,—are real benefits which were not questionable. This furnishes us with positive evidence of the value of co-operation which we can present to growers whom we would gladly welcome as fellow-workers in our cause. The evidence of usefulness seemed to me just as great in the season of 1926-27, but it was negative evidence. We could not point with pride to the prices obtained in that season because they were not profitable prices. It is true that co-operative selling, laboring under the most difficult conditions, prevented a serious loss,—a service which was of inestimable value; but a disappointed person is disinclined to accept excuses or to give due weight to obstacles to the realization of his expectations.

It is just as important as ever to strengthen our organizations. We cannot expect that the years to come will often be as favorable as the last and it is not unlikely that some may be as difficult as the previous one. We have the counsel and services of a selling organization which is unique in its standing with the trade; in its opportunities for learning the conditions,—generally complicated,—which affect the market; its ability and diligence in classifying

these, and in diagnosis. While these services are available we should gain an impregnable position and be prepared for emergencies which must be expected in a business so dependent as ours is upon conditions which cannot be foreseen or changed,—to which we must adapt ourselves through plans which must always be kept flexible.

We should work steadily and earnestly to convince growers who are in a position to add to our usefulness that co-operative marketing is successful; that it is the only chance to insure satisfactory returns and stability of values for cranberry properties; that its usefulness depends upon its strength; that its value is far beyond its cost; and, that its call is a call to duty as well as an appeal to self-interest. When a grower realizes these truths he is not deterred in his usefulness nor less steadfast in loyalty under the restrictions upon individual action which co-operation necessitates; nor is he disturbed if a non-member's returns happen to equal or exceed his own. He is building for prosperity, consistent profits and permanent values. He does not envy an opportunist's good luck, when it comes; he will never hear of his failures.

Our equipment for handling our business is being improved and increased in ways that the manager will report in detail. We now own four good packing houses,—generally well equipped,—except for storage in the early months of the shipping season. Without them we could not meet the requirements of our selling agents, which demand a flexibility in packing that increases from season to season, and which would be entirely beyond the possibility of accomplishment from the packing houses at the bogs of the members,—even though the latter have gained in size and efficiency.

During the past twelve months four members of long standing have died,—Charles Atwood, Adelare Boutin, Walton Hall, and Ernest L. Sampson. Messrs. Hall and Sampson have served you faithfully as directors,—diligent

in attendance, constant in loyalty; their high standards of honesty and consideration for the interests of their fellow members, manifest in our deliberations, were beacons to guide us, while their personalities endeared them to all of the directors and to those of our members with whom they came in contact. The loss of Walton Hall and Ernest Sampson to our company and to the communities in which they lived is great. We knew them as good men who always stood for the right. We record, here, our gratitude for their helpful service and for their notable examples of straightforward living.

With the record of a highly successful season behind us, and the continued efficient and diligent services of our managers in our offices at Middleboro and New York, the co-operation of our fellow organizations in New Jersey and Wisconsin, and the counsel and helpful service of Mr. McMullen and his advertising agency, we can look forward hopefully to the future,—confident that the New England Cranberry Sales Company and the American Cranberry Exchange will meet the problems of selling the next crop with credit to all concerned and to the satisfaction of our members.

TREASURER'S REPORT

In submitting for your approval a statement of Receipts and Disbursements for the year ending March 31, 1928, it is very pleasing for me to be able to report an amount of \$15,241.64 balance reserved over expenses, or about three-fifths of one percent of the gross sales for the season.

The sales prices have been on such a high level during the past season that our net payments to growers have amounted to nearly two million five hundred thousand dollars; the largest amount ever distributed to our members in any season. Our shipments for the season have equalled nearly two hundred fourteen thousand barrels, which is the fourth largest crop distributed through this Sales Company. As a result the net average price for every class of all varieties shipped is \$11.43. Please note that this price is the average of actual payments to growers after all expenses have been deducted.

The September 2nd estimate of the crop proved to be excessive but a re-check of estimates about the middle of September, after picking was under way, resulted in the obtaining of an estimate that was practically correct.

The shipments of Early Blacks have amounted to slightly over one hundred eighteen thousand barrels, of which, approximately sixty-four thousand barrels were shipped during September. About forty thousand barrels of Early Blacks were forwarded in October, and practically all of the balance was shipped before the closing date of the general shipment for that variety. This allowed us to

complete payments to growers by the middle of December.

Shipments of Odd Varieties have amounted to nearly fifteen thousand five hundred barrels, and shipments of Howes total eighty thousand three hundred and four barrels.

Payments for these shipments were made promptly after the close of the General Shipment periods, and all lots shipped before January 1st, 1928, were paid for in full by January 15th.

In my opinion the keeping quality of the Early Blacks proved to be equal to that of last year, and the greater portion of the Howes were also of good quality, except that those lots which were considerably under colored when harvested developed a heavy percentage of blossom end rot in storage and in transit. Complaints received on account of this decay would have been much greater had it not been for the crop shortage.

Quarter Barrel Boxes. Practically one-third of the crop was shipped in this new style of container, a total of 278,500 being used, and it appears very evident that its use will be increased in future seasons, especially in the seasons where high average prices prevail.

I cannot help but believe that this package will be of material benefit to us **every** season in the disposition of the Early Blacks shipments, as a much wider and quicker distribution can be obtained by its use at the beginning of the season, and dealers will not have such large quantities of berries on hand to deteriorate during the hot weather which very often prevails during the time of early shipments.

In view of the favor with which this package was received by the trade, it seems to me that we were very fortunate in being able to arrange for such a supply of these boxes as to allow us to keep pace with the demand for shipments packed in this manner.

The Company screening houses performed a very important part in the distribution of these packages, as well

as in the filling of orders for berries in this style of container, and again demonstrate the value of these buildings to all members of the Company. In fact these houses, to my mind, have become a most necessary part of the Company's activities, serving as they do, as distributing points for all kinds of supplies to members, as well as being invaluable in the filling of orders at the required time with the proper berries in the style of package ordered by our customers.

The total quantity handled at the five houses during the past season amounted to twenty-eight thousand seven hundred seventy barrels, divided as follows:

House	Bbls.	Halves	Quarters	Equal Bbls.
Tremont	660	9,830	20,650	10,737½
North Carver	360	8,317½	9,260	7,098¼
Plymouth		7,584	14,441	7,402¼
W. Barnstable		2,344	3,985	2,168¼
Harwich		2,727		1,363½
	1,020	30,802½	48,336	28,769¾

You will note that nearly one-half of the out-put of the houses were packed in quarter barrel boxes. As we already had on hand a supply of half barrel boxes sufficient to care for shipments from these houses, it has resulted in a carry-over of approximately 25,000 half barrel boxes into the season of 1928, and it is for this reason that the patrons of the screenhouses have been asked to allow the Company to arrange for the supply of packages for the coming season.

The work of the past season was exacting and arduous on account of the introduction of a new package, and the heavy shipments during a short period of time, but we were materially aided by the excellent co-operation of members in packing as requested and in furnishing us with prompt and detailed reports.

The itemized report for the season is as follows:

**TREASURER'S ACCOUNT FOR THE YEAR ENDING
MARCH 31, 1928**

Receipts

Expense reserved from year's sales	\$54,439.04	
Merchandise account	24.16	
	<hr/>	\$54,463.20

Disbursements

Contingent Fund	\$554.29	
Interest and Discount	4,895.11	
Light and Heat	528.00	
Telephone and Telegraph	1,103.92	
Express, Freight and Carting	175.45	
Printing—reports, etc.	188.15	
Stationery and Office Expense	911.73	
Postage	347.14	
Office Salaries	8,546.25	
Treasurer's Salary	5,500.00	
Treasurer's Expense	1,108.47	
General Expense	1,542.66	
Expense of Meetings	279.36	
Labels	4,747.67	
Insurance	435.03	
Taxes	430.28	
Automobile Account	1,149.55	
Inspectors' Salaries and Expenses	3,250.69	
Screenhouse Depreciation	1,654.37	
Office Building	198.24	
Office Equipment, Depreciation, etc.	926.20	
Engraved Plates	600.00	
Trademarks	149.00	
	<hr/>	\$39,221.56
Balance over expenses		<hr/> \$15,241.64

Cranberries

Paid Growers during fiscal year 1926 acct.					\$4,530.95
1927 acct.					2,438,963.27
Advertising Assessments 1926 acct.					286.65
1927 acct.					106,214.30
Shipments		Boxes	Boxes	Equal in	
	Barrels	Halves	Quarters	Barrels	
	Early Blacks	1,799	152,023	161,214	118,114
	Odd Varieties		18,436	24,792	15,416
	Howes	625	113,078	92,558	80,303½
		<hr/>	<hr/>	<hr/>	<hr/>
		2,424	283,537	278,564	213,833½

AUDITORS' REPORT

Statement of Condition as shown by the books of the New England Cranberry Sales Company for the fiscal year ending March 31, 1928.

Assets		Liabilities	
Amer. Cran. Ex. Loan	\$13,475.00	Building Fund	\$1,648.58
Accounts Receivable	10,577.20	Membership Fund	2,900.00
Real Estate and Bldgs.	59,800.00	Operating Fund	75,163.76
Office Equipment	4,250.00	Reserve Fund:	
Screenhouse Equipment	4,800.00	Season of 1927	15,241.64
Screenhouse Supplies	18,589.57	Bills Payable	25,000.00
Trademarks	1.00		
Labels	2,000.00		
Merchandise	230.00		
Automobile and Trucks	1,400.00		
Cash	4,831.21		
	<hr/>		<hr/>
	\$119,953.98		\$119,953.98

This statement is submitted by us after verification of the balances of this date, and the checking of the Treasurer's report of receipts and disbursements for the year.

In our audit we also examined the various ledger accounts and bank statements, verified the payment of notes to the amount of \$1,010,000.00, and checked the list of inventories in accordance with the Directors' appraisal.

To the best of our knowledge and belief the accounts are correct.

Respectfully submitted,

RUEL S. GIBBS,
ALBERT A. THOMAS,
T. T. VAUGHAN.

REPORT OF HENRY S. GRIFFITH

Season of 1927

Weather conditions may be considered abnormal. The season was backward up to June, and heavy rainfall characterized July and August. Fortunately conditions changed for the better by September and little rainfall hampered the harvesting and marketing although high temperatures for those months had a bad effect on the keeping qualities.

From a report of Dr. Stevens I calculate the average daily excess of temperature for the months of September, October and November over the temperatures of the same months of the previous year as follows:

	Sept.	Oct.	Nov.
East Wareham	2.7	4.3	3.5
Boston	2.6	4.5	5.4
Chicago	4.6	5.6	6.2

On this point Dr. Stevens says: "It may seem to you that we are making a lot of a few degrees in temperature. It is true that 4 or 5 degrees does not mean much above 70 or below 32, but around 50 to 60 it is like an inch on a man's nose. An increase from 50 to 58, for example, doubles the rate of growth of early rot, almost doubles end rot, and more than doubles bitter rot. Also the cranberry itself breathes and consequently ages 50% faster at 58 than at 50. It is easy to understand why 4 or 5 degrees makes so much difference."

The condition of the fruit on Sept. 1st looked like one

of the best crops we had marketed. The fruit was coloring well on the vines but after that date the coloring process slackened and the color fell below early anticipations.

The size of the fruit was above the average. The only seasons since I have kept a record of size in which we have had larger Blacks were the years 1922, 1924 and 1925, and the only season we have had larger Howes was the year 1922. I add the report on size for eight years for future reference:

	Blacks			Howes		
	(large)	(average)	(small)	(large)	(average)	(small)
1918	20	44	36	25	33	42
1919	8	47	45	50	47	3
1922	80	17	3	82	16	2
1923	8	30	62	23	17	60
1924	49	27	24	50	40	10
1925	48	33	19	58	40	2
1926	15	50	35	12	63	25
1927	46	35	19	62	31	7

Blacks

Market conditions play an important part in the fate of the shipments. When I told one grower the opening price he exclaimed: "My God, that's more than they are worth." Many dealers doubtless felt the same way and it is easy to think that the trade would be expecting the best under such a price. And at this time when I make the calculations on the percentage of rot, assuming five per cent as a reasonable tolerance, rather than on the fate of the shipment, it may appear that our troubles on account of rot were more serious than the preceding year, when as a matter of fact they were not.

We had 45 rejections for the season as compared with 58 for the year 1926. To the best of my knowledge I think it only fair to say that 10 lots were turned down for causes

other than rot, mainly worms, slack pack and poor quality in general, while 35 were affected by rot above the tolerance. Nine of these lots, showing the highest percentage of rot, appear as a separate item.

I have never seen the complaints on this score so well located and accounted for. Incubator tests indicated a crop of equally as good keeping qualities as the preceding year. This was confirmed by storage tests made at the State bog, while storage tests made in Chicago showed more rot than tests made the preceding year. In connection with these tests, and the temperature conditions at Chicago as reported by Dr. Stevens, it is interesting to note that 75% of rot rejections on account of this variety were in shipments to the middle west.

Howes

The marketing season for this variety was a short one, most of the crop being marketed before Thanksgiving. Only within a few years have we given any special attention to the Howes as we were trained in the thought that their keeping qualities were unquestioned. I have been lead into error in the matter and now only ask to wipe off the slate and begin again.

Shipment of Howes has become one of the gambles. According to my observations during the last two years practically all lots packed after Nov. 1st were affected by end rot. I may express the opinion that the fruit of the season was not as badly affected as it was the preceding year, but this may be due to the fact that the crop was marketed earlier.

It seemed plausible to think that storage conditions might suspend the rot but I found no instance during the season to confirm it. There is a widespread theory that fruit picked well colored has a stronger power of resistance, and it might be wise to have the fruit as well colored as possible on the vines. And to step into the field of specula-

tion it has seemed to me that there might be a relation between Wisconsin false bloom and the end rot. Both have appeared in this section in recent years, and they work together to discredit this variety. It would appear that fruit weakened by any cause would be more susceptible to end rot, but I mention this only as a guess. It is noticeable that in the shipment of both Blacks and Howes the percentage of rot is higher in the half-barrel box than in the smaller box.

End rot appears to develop at about a stated time after the harvest whether the fruit is held in storage in the original package, in transit or on the markets. I found the first indication in 1926 on Oct. 27th, and in 1927 on Nov. 7th, and on the same bog. We have comparatively little trouble with lots shipped before Nov. 1st. Of the 46 lots shipped before that date complaint was entered against 5. None of the lots reached its destination before Nov. 7th and the complaint was not serious.

Thirty complaints were recorded against the Howe shipments before Thanksgiving, 5 of which I adjudge were due to causes other than rot. Considerable criticism was made on account of lack of color. The percentage of rot as determined by market inspectors varied from 5 to 20 per cent, 12 of the lots showing 10% or less. It is significant to note (and we must not forget that temperature ruled highest at Chicago) that 80% of the complaints were on shipments made to Districts 3 and 6. As end rot doesn't appear to be suspended by lower temperatures we should not cease to feel a responsibility for the condition of the fruit after it reaches the trade.

In my report for 1926 I gave the number of complaints on shipments to the different Districts which showed most complaints on shipments to the middle west. That meant nothing to me, but as I find the same condition in 1927 it would seem to be worthy of notice. However as it is so evident that the situation is brought about by natural con-

ditions there seems to be little chance for improvement unless it has a bearing on the distribution of the orders, and even this is questionable. The cause of the situation may be summed up as follows:

1. Prevailing high temperatures in the middle west during the Fall months.
2. Being a popular cranberry consuming section competitive conditions may be sharp.
3. Chicago is one of our dumping grounds where we send lots that have no other outlet, and some of these may leave the packing houses with doubtful keeping qualities.

Packing

We have a few growers who have never had a complaint recorded against their pack; we have others who seldom have a complaint; and we have others who are among our most careful packers who have considerable trouble with their shipments. And here I want to emphasize the thought that careful packing is not the solution in such cases. It is simply a matter of the condition of the fruit. A positively bad lot may appear perfect to the eye and there may be nothing to give the packer or inspector a hint as to any possible trouble with the shipment. Some growers harvest their crops, pack and ship with no special care, and rarely have a complaint; others who spare no care or expense, have complaints. How can we explain this seeming contradiction except on the theory that the fate of the shipment is sealed when the fruit is taken from the bogs, and those who have trouble in this line must look to their bogs for a remedy. "The less screening the better" would be an appropriate slogan. I have heard inspectors say of bad lots that they would have been all right if they had been properly screened. In my view they would have been better with less screening. Lots that cannot be properly screened by running rapidly over a belt screen are a gam-

ble, and the more handling the greater the risk. I wish I could say something that would convince the packers that lots in such a condition that they require much time and handling to put them in a condition to carry the label, would net better returns if packed with less care and handling and promptly shipped unbranded. Many of our rejected shipments would be ideal lots for the canning factories. Belt screens are ideal but their work may be neutralized by careless or thoughtless screeners who continually push the berries back and roll them under their hands in search of soft berries.

The above comment does not apply to such factors as white or foreign berries, dirt, size, fruit worms, etc., that come directly under the scope of the packer. Here is where careful packing comes in. I can tell whether a packer is in the first or second class by standing in the screen house door. The tin pan is the token. If I see tin pans on the screens I know the packer is in the first class. In many cases, perhaps in most cases in the early days of screening, white berries can be taken out without cost, for the screener has little to do, she can see the white berries without looking for them, and it is better to let an occasional defective berry in a good lot go by than to do perfect work with the dry defects and let white berries go in. One white berry on the top of a box is the most conspicuous individual in sight. To follow out this thought it is only necessary to compare the appearance of other fruits on the market with the appearance of the same fruit ten years ago. Why will a purchaser turn her back on 10 cent dates and take a pound for 25 cents? Why will the housekeeper pay more for a 40-50 pound of prunes than she will for a 90-100 pound? The same holds true with peaches, oranges, apples and all other fruits. All of which teaches us that there is an intimate relationship between the eye and the stomach, and we must catch both to obtain best results.

I have heard growers complain because their returns

for pie berries or seconds were not up to their anticipations. But to get directly to the point why should such fruit be placed upon the markets unless the demand for cranberries is unsatisfied. A box of such fruit displaces a box of the higher grade and to that extent lessens the demand and lowers the price. Especially in seasons of large crops when market conditions create a competition among cranberries I think if cranberry growers would follow the lead of other fruit growers and hold their unattractive, and in many cases positively obnoxious fruit out of sight, it would result in a net financial gain.

EXTRACTS FROM PAPER BY C. S. McKINSTRY

I regret the absence of Mr. McMullen who is too ill to be present with us at this meeting. He is deeply disappointed in not being able to be here, and has requested that I tender his best wishes to all and for the continued success of the Sales Company.

The good will that now exists in the minds of the trade as well as the consumer towards the trademark "Eatmor" is due to your part in educating the public to look upon cranberries **not** as a **Holiday** fruit, but to eat more cranberries every day.

Your efforts and your success can well be illustrated by making a comparison of the 1915 crop with the 1927 crop.

The 1927 crop was 460,000 barrels. The 1915 crop was 454,000 barrels; **almost an equal amount.**

In 1915 Eatmor Cranberries were **not advertised** and that crop brought in money approximately \$2,800,000.00. From 1916 to 1927 inclusive, the amount spent to purchase the good will of the public by advertising was \$1,300,000.00. The 1927 crop brought \$6,000,000.00, making a difference between the value of the 1915 crop and the 1927 crop of \$3,200,000.00.

By dividing this difference of \$3,200,000.00 by the total amount spent in advertising the result shows that the gain in value of the 1927 crop over the 1915 crop was almost two and one-half times the total amount spent for all advertising from 1916 to 1927 inclusive.

Mr. Babson wrote an article for Collier's for the issue of January 28th, 1928, entitled, "Worth Your Money", and

said in part,—“National advertisers are making money,—**(and they are doing it)**—for national advertising has become one of the great sources of the **Nation’s greatness.**”

You might think that certain industries need not advertise. The movies, for example, are constantly in the public eye. The radio industry already has your ear and the telephone industry is on every tongue. Nevertheless, these industries have the wisdom and vision to advertise persistently.

Persistence is the very heart-beat of successful advertising. Statistics show the astounding turn-over of customers. Advertisers realize that new customers are now coming into the market at the rate of **six thousand a day.** A message may be an old story to you but every twenty-four hours there is a fresh group of six thousand people who have never heard of “Eatmor” before. This is the reason why advertising should be continuous.

Another reason is that an advertising message is like a nail,—you cannot drive it home at the first stroke but must hammer it home with a succession of strokes.

Your advertising committee and Mr. McMullen have approved the 1928 “Eatmor” magazine schedule. The total circulation of this magazine list is 21,434,420. We are going after the farm trade this season as we believe the farmer housewife is a good prospect for the canning of Ten Minute Sauce and the making of Cranberry Jelly. The farm magazines to be used are,—Better Homes and Gardens; Successful Farming; Cappers Farmer; The Country Gentleman. These farm magazines alone have a total circulation of 3,178,725.

The radio advertising for 1927 brought good results and it is planned to use the radio as a medium in the 1928 campaign.

The Eatmor Cranberry demonstration booth at the 1927 New York Hotel Show was very successful and it is planned to exhibit at the 1928 Hotel Show.

We were again very fortunate in obtaining plenty of good will publicity in both the magazines and newspapers in the 1927 campaign, and we will strive to obtain as great a quantity in the 1928 campaign.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.
1929

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES
AT THE
ANNUAL MEETING, APRIL 9, 1929

List of Officers for 1929-30

H. L. THATCHER & CO.
MIDDLEBORO, MASS.
1929.

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1929

President

G. R. BRIGGS, Plymouth.

First Vice-President

J. C. MAKEPEACE, Wareham.

Second Vice-President

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Assistant Treasurer.

SUE A. PITMAN, Middleboro.

Directors.

E. D. Atwood, So. Carver.	I. C. Hammond, Onset.
H. R. Bailey, So. Carver.	C. D. Howland, Plymouth.
L. B. R. Barker, Bournedale.	Z. H. Jenkins, W. Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
A. E. Bullock, Taunton.	W. F. Makepeace, W. Barnstable.
J. F. Carleton, East Sandwich.	C. W. Maxim, No. Rochester.
G. H. Chandler, Marshfield.	W. E. R. Nye, Sagamore.
G. A. Cowen, Rock.	B. C. Shaw, Middleboro.
L. A. Crowell, East Dennis.	B. E. Shaw, South Carver.
C. A. Driscoll, Osterville.	Paul E. Thompson, Middleboro.
H. J. Franklin, East Wareham.	W. E. Trufant, Whitman.
H. L. Gibbs, West Wareham.	Carl B. Urann, Wareham.
R. S. Gibbs, So. Carver.	M. L. Urann, South Hanson
S. B. Gibbs, West Wareham.	T. T. Vaughan, Carver.
Harrison Goddard, Plymouth.	C. E. Weston, Middleboro.
H. S. Griffith, South Carver.	Frank F. Weston, Rock.
Colburn C. Wood, Plymouth	

Executive Committee.

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee.

R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
A. A. Thomas, Middleboro.	

Picking Machine Committee.

E. D. Atwood, So. Carver.	Z. H. Jenkins, West Barnstable.
H. R. Bailey, So. Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
I. C. Hammond, Onset.	T. T. Vaughan, Carver.

Screening House Committee.

L. B. R. Barker, Bournedale.	R. S. Gibbs, West Wareham.
A. D. Benson, Middleboro.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
L. A. Crowell, East Dennis.	Colburn C. Wood, Plymouth.

Purchase of Bog Committee

E. D. Atwood, So. Carver.	G. H. Chandler, Marshfield.
J. F. Carleton, East Sandwich.	L. A. Crowell, East Dennis.
Chester E. Weston, Middleboro.	

Bog Option Committee.

C. A. Discoll, Osterville	Bernard E. Shaw, So. Carver.
Paul E. Thompson, Middleboro.	

Bog Management Committee.

G. A. Cowen, Rock	I. C. Hammond, Onset
T. T. Vaughan, Carver	

Purchase of Berries Committee.

R. S. Gibbs, So. Carver.	J. C. Makepeace, Wareham.
C. B. Urann, Wareham.	

Directors of American Cranberry Exchange.

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF THE ANNUAL MEETING.

Pursuant to the call issued April 1st, a meeting of the members of the New England Cranberry Sales Company was held in the Town Hall at Carver, Mass., on Tuesday, April 9, 1929, being called to order at 11.00 A. M.

In his opening remarks the President stressed the thought that the cooperative companies are well equipped to meet the rapidly changing marketing conditions in a way to serve and protect the best interests of the growers.

The Treasurer's Report and the Auditor's Report were received, and were duly approved.

Mr. Henry S. Griffith, Chairman of the Inspectors, made his usual interesting report, which dealt with problems of the Inspection and Field Department.

It was then voted to proceed to the election of Directors, a Clerk and a Treasurer and to make nominations for Directors in the American Cranberry Exchange.

The polls were opened under the direction of Mr. Chester E. Weston at 11.45 A. M., and were closed at 12.00 M., it having been ascertained that all had voted who wished to do so. The check of the voting showed that seventy one members had cast ballots representing one hundred and nineteen memberships.

The meeting then took a recess for lunch and reconvened at 1.30 P. M.

Mr. A. U. Chaney then addressed the meeting illustrating his talk by charts and lantern slides which gave statistics in relation to the disposition of the crop of 1928. Mr. Chaney, also, outlined the work which the Cooperatives had been doing in Washington in relation to the Farm Relief Problem.

It was unanimously voted that the New England Cranberry Sales Company approve of the American Cranberry Exchange cooperating with other cooperative marketing organizations in the proposed National Chamber of Cooperatives or cooperate with such organizations on National Legislative matters that are of common interest.

Mr. C. M. Chaney spoke briefly regarding the increased use of the quarter barrel box and urged the members to do everything possible toward the proper packing of these boxes.

Mr. J. C. Makepeace, Chairman of the Advertising Committee of the American Cranberry Exchange, outlined the advertising plans for the 1929 crop and Mr. McKinstry followed with brief remarks on the same subject.

It was voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of fifty cents per barrel on the cranberries marketed from the 1929 crop, the proceeds to be expended for advertising, or other special purposes relating thereto, but for no other purpose.

The meeting adjourned at 3.00 P. M.

A. D. BENSON, Clerk.

PRESIDENT'S REPORT

In reviewing the past season two facts are conspicuous,—one in which we can take satisfaction and pride the other showing the risks and harmful effects of inaccurate crop estimates and the lack of that measure of cooperation among cranberry growers which is necessary to avoid hap-hazard shipping by quantity producers who have inadequate knowledge of market conditions.

Our selling agents, acting on the best estimates which they could obtain, made selling prices which resulted in returns which were exceptionally good and the fine averages were the result of the cooperation of our members with the Middleboro office which was in close touch with our selling agents, but the latter, while knowing marketing conditions and the supplies of cranberries in the hands of the organizations for which they act, had no means of knowing the holdings of other growers or when they would be thrown on the market. This lack of unified regulation of shipments caused a reaction in the market, losses to the dealers who were carrying and disappointing returns to growers who had held berries for the holiday market.

The marked increase in the variety of fruits and vegetables which is available in our markets through every month of the year tends to shorten the season when cranberries are most in demand and the increasing custom of our people to substitute prepared foods for those that are cooked at home has a like effect on the demand for fresh cranberries. It may prove that we must sell all of our berries in the calendar year in which they are grown and can those which are to be used in the following year before a new crop is available.

However, there are people who know how to cook cranberries so appetizingly that they will buy them through the winter months. This limited demand should be supplied so long as it exists, by the organization that claims leadership in the industry and upon which the trade largely depends for its supplies,—especially in emergencies.

On April sixth, I stopped for lunch at a cafeteria in Boston and found cranberry sauce listed on the bill of fare. What was my surprise to receive a respectable portion of really good sauce with whole berries that must have been sound when cooked,—probably cooked on the premises.

Some of our progressive growers,—recognizing the demand for ready prepared foods,—have equipped themselves to furnish cranberry sauce or marmalade in cans. The demand for canned sauce has grown to such proportions that it requires an appreciable proportion of the combined crops of our growers to satisfy it. This relieves the pressure which embarrasses our managers when our growers desire to ship freely during periods when the market is fully supplied, but it adds to their difficulties when an active market will absorb a larger quantity than our shippers of fresh cranberries can supply quickly. It is at such times that we best appreciate the value of our packing houses; for they make our shipments more flexible. Having large supplies of berries stored in these houses, and the equipment to screen and pack rapidly, we can fit shipments to orders much better than when we are obliged to depend upon growers who often are not prepared to respond instantly to advices from our managers. At our packing houses we can start or stop the flow of shipments at a few hours notice.

The facilities for packing were improved greatly during the year. At Tremont and West Barnstable additions were made to our storage rooms; at Harwich different and better quarters and equipment were obtained. At Plymouth we had the benefit of the additional floor space and equipment which we provided in recent years.

The company is arranging for a new storage building at North Carver to make that plant adequate to care for the crops of growers in that territory. In the coming season we shall be better prepared than ever before to meet the demands that our Sales managers may make upon us; but it will always be necessary for our members to keep in close touch with our manager or the inspectors who keep him informed of the quality and quantity of the brands available for shipment.

The wise distribution of the crop is a chief factor in successful marketing therefore close cooperation between our selling agents and our members, through the Middleboro office, is the only way to get the full advantage of the knowledge of conditions which our selling agents are constantly acquiring.

A marked example of the harmful effects of the lack of unified control of distribution occurred in December. Our sales agents knew that the dealers had arranged for their holiday supplies and we were completing shipments to fill our orders; but the growers and agencies that do not have like facilities for gauging market conditions, working independently, concentrated shipments in the second week in December, and the over-supply resulted in a shrinkage of \$2.00 per barrel in prices and a setback from which the market did not recover.

If the American Cranberry Exchange could have known the quantity of berries in the hands of the independents, so called, and could have arranged for their careful distribution much, if not all, of the disappointment and loss which the winter brought to shippers and dealers might have been avoided and the season would have had a much more satisfactory ending.

Our members realize the value of cooperation and it is plain to them that a much larger membership would make our work more effective and greatly help the American Cranberry Exchange in steadying the market and bringing to all growers

and dealers the measure of success which would increase automatically the movement of cranberries.

It is not so plain to independents who are not cognizant of the intensive study of conditions and skillful planning which the managers of our cooperative organizations pursue; but the disappointment which resulted from excessive shipments in December should demonstrate the risks and disadvantages of the lack of cooperation to all who suffered from a condition which was the direct result of "going along and trusting to luck."

This is the age of specialists: expert advice is needed in every line of effort and is worth far more than it costs. It is only available for cranberry growers through cooperation.

Our members can be of help to our company and to their friends who should be with us by pointing out to such friends the risks of independent shipping and the benefits and safeguards of cooperative marketing through expert salesmanship.

REPORT OF THE TREASURER

Although the proportion and tonnage of the cranberry crop for 1928 which was handled by this Company was less than in any one of the three seasons immediately preceeding, still the year just passed has been a very busy one for your local office, as there have been a number of new features added to the variety of services which we are endeavoring to render to our members. An unusual feature of the season was that instead of the growers pressing us for orders for shipment as is quite often the case, we on the other hand were calling upon our members for more prompt filling of orders and increased out-put.

CROP ESTIMATE AND SHIPMENTS

It will be recalled that at the Fall meeting we reported an estimated quantity of shipments in the amount of 183,000 barrels and considered that if we distributed our usual percentage of the crop that the total for the State would be about 305,000 barrels. Though the crop reporting service of the Department of Agriculture reports the Cape Cod Crop as being 328,000 barrels our shipments have fallen materially below the total of our estimates. We know that our growers made a very careful and accurate estimate of the crop of Early Blacks that would be produced and compliment them for it but we are inclined to believe that they were mislead in their estimates of the Late Howes by the fact that the berries of that variety did not attain their usual size. A review of our records discloses the fact that the average size of this variety was smaller than in the season immediately preceeding.

The September estimate of Early Blacks was 88,000 barrels and our shipments have amounted to 81,200 barrels; this difference is accounted for by the quantity of Blacks that were used by the canners but which were included in our estimate of fresh shipments.

Our September estimate for Odd Varieties was 14,000 barrels and shipments in this class have amounted to 14,300 barrels.

The figures of estimated shipments of Late Howes totalled 81,000 barrels but our shipments have amounted to only 69,000 barrels, a decrease of 12,000 barrels. I believe that the smaller size of the berries accounts for 50% of this decrease and that the balance is accounted for by the sale of members holdings after the season had started and the quantity of Howes put into cans but which were included in our September and even October estimate of shipments for this variety.

Marketing conditions were such that the Early Blacks moved out promptly during September and October leaving but a small percentage left to be shipped during the early part of November. This permitted the closing of that General Shipment on the designated date and enabled us to complete payment for all shipments of this variety by December 13th, 1928. The base average of the Skipper and Mayflower grades was \$12.88 per barrel.

The General Shipment for Odd Varieties, and for Howes were closed upon their respective dates and we were enabled to make full payment for all of these shipments by January 11th, 1929. The base average for the Honker and Mistletoe brand was found to be \$15.64 per barrel.

Since January 1st a total of 913 barrels have been shipped and payments have been completed for shipments made during the week ending March 16th, leaving 208 barrels upon which account sales have not been rendered.

The Cash book records show that we have paid growers for a total of 165,050 barrels in the amount of \$2,117,173.40 or a net average of \$12.90 per barrel after all advertising assessments and charges have been deducted.

PACKAGES

Our expectations with reference to the increase in use of the quarter barrel box were fully realized during the past season and we anticipate that future seasons will see this style of pack-

age increasing in favor with our customers. Nearly one-half of the shipments of this Company were made in quarter barrel boxes, there being nearly 310,000 of them used. Approximately 173,000 of the half barrel boxes were packed, and only a very few barrels were called for.

At this time we mention the fact that steps are being taken to standardize the thickness of lumber to be used in the quarter barrel box. Our experience of the past two seasons, during which three different thicknesses of material were used leads us to believe that the specifications which were adopted by the Directors in May 1928 are the most satisfactory from every viewpoint.

COMPANY PACKING HOUSES

The facilities made available by the Company Packing Houses have again been invaluable to us in caring for the variety and assortment of orders which have been requested by our customers. Frankly, under present conditions, I do not know how it would be possible to take care of the requirements of the trade without these accommodations.

Because of the increasing patronage at the Tremont Packing house, the Directors, last spring, authorized the erection of a storage or cooling shed at that point. A one story building 120 feet long x 24 feet wide was erected of "stockade" construction with stucco finish. This building is fitted with ventilating devices which have proven very beneficial in the prompt cooling of berries and the added accommodations of this building have materially aided in the efficiency of the operation of that unit of our screening and packing work. It has proven of such value that the Directors have authorized the Screenhouse Committee to erect a similar building at North Carver during the coming summer.

Minor changes have been made at the West Barnstable house which have also improved the facilities at that point. The lease of the building which we have been using at Harwich was given up and a lease was taken of a portion of the new

building of the United Cape Cod Cranberry Company which is located near the North Harwich railroad station.

The total quantity packed at the five locations amounts to 28,047 barrels and shipments from each house were as follows:

House	Bbbs.	Halves	Quarters	Equal Bbbs.
Tremont	125	9,791	24,324	11,101½
North Carver	10	8,681	9,077	6,619¾
Plymouth	225	5,707	13,969	6,570¾
W. Barnstable		2,720	4,156	2,399
Harwich		1,081	3,262	1,356
	360	27,980	54,788	28,047

PICKING MACHINE COMMITTEE

I believe that you have all been advised of the approval of the recommendations made by the Picking Machine Committee to the Directors in regard to the arranging for a supply of picking machines for our members, and that an agreement has been made with the manufacturers of these machines for the out-put of the factory. An order for the building of twenty machines was placed on January 15th. Up to the present time orders for eighteen of these machines have been received and accepted by us and we have prospective customers for the remainder, although actual orders have not been placed.

OTHER COMMITTEES

At the May meeting of the Directors the plans for the operation of the four committees which had been appointed at the Annual Meeting were approved. These committees were appointed in an endeavor to secure increased distribution of the crop through our Company, and their activities were directed along the following lines,—Arrangement for financial assis-

tance in purchase of bogs; purchasing of non-members berries; securing of options on bogs for the benefit of members, and management of bog properties for members.

The Committee on Bog Purchases has been the most active of the four. A total of ten properties have been investigated and the committee has been able to aid in the financing of four different properties and have two propositions pending. These services have enabled us to retain crops averaging 3,000 barrels per year.

The Committee on Bog Management has accepted the responsibility of caring for two properties of about eight acres each, and the owners have expressed themselves as being pleased with the arrangements.

The other two committees are organized and are ready to function whenever conditions warrant action by them.

Although these extensions in service which are being rendered add materially to the detail of our work, yet, in my opinion, they all are very worth while projects and are being made possible through the excellent cooperation of the members, committees and Directors.

The detail of the expenses for the year are shown on the Treasurer's Account. Appreciating, that because of the shortage in the crop, the income account might not be as large as in the season of 1927, an endeavor was made to curtail expenses wherever possible and I am pleased that the report shows that practically every item of expense is less than the corresponding item for the preceeding season. There is a balance of \$12,371.72 of income over expenses or approximately one-half of 1% of the f. o. b. sales. In other words, the local office has operated on a 1½% basis, and this balance of the amount reserved by us for expenses, has been credited to the Reserve Fund of 1928.

TREASURER'S ACCOUNT FOR THE YEAR ENDING MARCH 31, 1929

Receipts

Expense reserved from year's sales	\$46,934.64	
Merchandise account	5.98	
	<hr/>	\$46,940.62

Disbursements

Contingent Fund	\$421.19	
Interest and Discount	4,224.85	
Light and Heat	330.22	
Telephone and Telegraph	982.85	
Express, Freight and Carting	74.23	
Printing—reports, etc.	321.60	
Stationery and Office Expense	651.04	
Postage	319.84	
Salary Accounts	13,190.50	
Treasurer's Expense	1,113.44	
General Expense	1,132.62	
Expense of Meetings	462.75	
Labels	5,474.89	
Insurance	191.68	
Taxes	329.70	
Engraved plates	216.38	
Automobile Account	815.00	
Inspectors' Salaries and Expenses	2,648.90	
Office Building	621.45	
Office Equipment, Depreciation, etc.	529.11	
Trademarks	516.66	
	<hr/>	\$34,568.90
Balance over expenses		<hr/> \$12,371.72

Cranberries

Paid Growers during fiscal year			1927 acct.	\$177.56
			1928 acct.	2,117,173.40
Advertisement Assessments			1927 acct.	4.38
			1928 acct.	81,682.61
Shipments	Barrels	Boxes	Boxes	Equal in
		Halves	Quarters	Barrels
Early Blacks		81,058	162,733	81,212½
Odd Varieties		8,571	40,074	14,304
Howes	360	83,592	106,344	68,742
	<hr/>	<hr/>	<hr/>	<hr/>
	360	173,221	309,151	164,258½

AUDITORS' REPORT

We have made our annual examination of the Treasurer's Books of Account of the New England Cranberry Sales Company and submit herewith a Statement of Condition at the end of the fiscal year, March 31, 1929.

Assets		Liabilities	
Amer. Cran. Exch. Loan	\$13,475.00	Building Fund	\$1,863.02
Accounts Receivable	15,891.94	Membership Fund	2,770.00
Real Estate & Buildings	65,875.00	Operating Fund	80,167.66
Office Equipment	4,750.00	Reserve Fund	
Screenhouse Equipment	4,675.00	Season of 1928	12,371.72
Screenhouse Supplies	13,033.82	Bills Payable	25,810.00
Trademarks	1.00	Cranberries	1,908.53
Merchandise	55.00		
Automobiles & Trucks	1,000.00		
Cash	6,134.17		
	<hr/>		<hr/>
	\$124,890.93		\$124,890.93

The Assets of Real Estate, Equipment, Supplies, etc., are listed in accordance with the appraisal of the Directors, and the items of Accounts Receivable, Loans, and Cash on hand have been checked and verified by us. The Liabilities have been verified under the several accounts as listed.

We have also checked the record of the Receipts and Disbursements for the year and have examined Ledger Accounts and Bank Statements. To the best of our knowledge and belief all of the accounts are correct.

Respectfully submittd,

T. T. VAUGHAN
RUEL S. GIBBS
ALBERT A. THOMAS

Auditing Committee.

REPORT OF HENRY S. GRIFFITH

For the Season of 1928-9

Size of the Fruit.

Estimating by the lots that passed under my inspection the size of the Blacks was above, and the size of the Howes below, an eight year average. The percentages were:

Blacks

46 per cent large
43 per cent average
11 per cent small

as compared with an eight year average of 34, 35 and 31.

Howes

37 per cent large
40 per cent average
23 per cent small

as compared with an eight year average of 45, 36 and 19.

Fruit Worms

Fruit worm damage in the marketing season was the lightest I have seen in a 21 year experience. The word "fruit-worm" does not appear in the story of complaints. I feel safe in stating that such a remark could not have been made in any other year since our companies were organized. On Sept. 20th I thorough-

ly examined the stock and floor of the Tremont Packing house and failed to find a solitary worm. I have no means of knowing how much damage was inflicted earlier in the season, but I may say as an opinion that our losses from that source were at the minimum.

Keeping Qualities

Possibly my annual word on this topic may be monotonous and I only wish I could say something definite, but until we reach a better knowledge of the matter it will continue to be a vital question. I note a better spirit among members who have to face compromised shipments, and I know this comes because we understand the question better than we did in our earlier years. Rejected shipments can be placed in two classes viz: those in which the trouble is evident to the packer, and those that deteriorate in transit. I have long been convinced that the larger percentage of rejected shipments is caused by decay in transit, and this justifies us in bringing the topic annually before the members.

While the fruit of the season of 1928 was the soundest I have ever seen it is not without its lessons. The reason why it was the soundest is worthy of our deep study, but this is too large a problem to be taken up at this time. A few facts stand out in bold relief. The opening price was the highest in our history. Facing such a price the trade would surely expect the best, and would naturally be on the lookout for a tip that would justify a claim for a discount. And yet but ten lots were compromised as compared with 58 in 1926, and 45 in 1927.

In two of the ten lots rejected frost was mentioned which may have had something to do with the cause of the trouble. Several bogs were touched before the harvest was complete, not seriously enough to damage the fruit, but enough to leave a danger in the screening. The percentage of rot as reported ranged from 3 to 13. The shipments that were compromised were all shipped between September 25th and October 23d,

a period of extremely hot weather. During a part of this period the demand was at a standstill and many lots packed were held in the packing houses awaiting favorable weather conditions and a more lively demand. I know several lots of independents that were packed and held in the screenhouses on orders of the buyers. Nearly all of these lots of our company were from the larger growers who shipped other orders before and after this period that were accepted without question. And under prevailing conditions, we can consider it remarkable that not more than ten lots decayed to an extent that would justify the receiver in asking for an adjustment. If we are looking for a legitimate ground for worrying we have only to imagine what the conditions would have been in that severe test if the fruit had been of poor keeping quality.

Howes.

Following our experiences of recent years we had more trouble with the Howes than with the Blacks. As stated above the size of the fruit of this variety was below the average, and the coloring was slow and irregular. I note that there was not a uniformity in the appearance of the fruit from the different bogs that we usually expect. In the matter of complaints for the season I find 21 against 46 in 1926, and 30 in 1927. It is significant to note that 10 of these lots were rejected for causes other than rot, and 10 were rejected on account of rot. The percentage of rot as determined by market inspectors ranged from 6 to 19, and it is apparent that end rot counted in most of the cases. The complaints against the 10 lots not affected by rot, noted unsatisfactory size and color, slack pack (2), not up to grade, mixed berries, frost, and one lot from what we must concede was a justifiable cause being 30 boxes short of the number billed. And so, as in the case of the Blacks, we can consider the rejections from the standpoint of rot at the minimum. At this time I feel justified in repeating an opinion formerly expressed i.e. that the fate of a shipment depends

more on the condition of the fruit than it does in the manner of screening, for surely under the prices and conditions of the season receivers would not have overlooked a case of poor packing.

Reflections.

Experiments along the line of forecasting the keeping qualities before the marketing season through incubator tests have marked time again. Nothing has warranted us in pronouncing it a marked success, and on the contrary nothing has shown it to be a fallacy. In the matter of the relation between the temperatures of the growing season and the keeping qualities of the fruit, the season afforded a good opportunity for Dr. Stevens to compare results. I quote from a paper read by Dr. Stevens at the January meeting of the New Jersey Cranberry Growers Association:

“Spring temperatures in 1928 were much like those of 1924 and 1927, but July and August were decidedly warmer than any recent year, the warmest indeed during the periods of these records, that is since 1912. I have long held the opinion that to reach its very best development and keeping quality the Howes variety needs good warm growing weather. It is certainly a complete failure in Oregon and Washington where the Summers are notably cool. On the basis of the seasonable temperatures as shown in the table I consequently forecast that the Early Blacks would be as good as in 1926 or 1927, and the Howes much better.”

From a private letter I quote:

“Having insisted for some years that good warm weather in July or August, was necessary for the very best keeping quality, it is pleasant to have you say that the best crop within your memory followed the warmest July and August since our records began.”

I have lost no faith in incubator testing; it is a vital and interesting study, and it will be doubly so when we meet a season

that produces cranberries of an extremely poor keeping quality. The topic is too large to take up at this time, and I dismiss it with a quotation from the paper of Dr. Stevens mentioned above:

“As we were anxious to check more closely the degree of correlation between the rot in incubators and that which occurred under actual storage conditions, we began in 1926 storage tests on berries from some of the same areas from which we had taken the samples for incubator tests. For the last three years we have been able to make careful comparisons between the rot in incubator tests, and the rot of much larger lots from the same bogs in storage. We can now say with some confidence that there appears to be a correlation in Massachusetts and Wisconsin berries between the amount of rot in the incubator and the amount of rot in common storage. It does seem, also, that the incubator test will reveal the presence of very weak lots of berries and that the failure to develop any rot in the incubator is at least a hopeful sign.”

Canning Cranberries

The canning of cranberries presents a problem on which the solution, to a large degree, affects the future of the industry. This is not a problem affecting one grower, or a set of growers, but a matter of vital concern to the growers, the trade and the consumers. It can be made a source of benefit to the growers, or it can be made the rock on which the march of progress splits. It is so vital an issue that it may be called the “parting of the ways.” One road leads to cooperation and a prosperous industry; the other road leads to anarchy and doubt.

If we see the opportunity we will take the road that leads to cooperation. We will see clearly that the wise course is to give the canners all the fruit they demand, and to select the stock that is a hazard as a fresh fruit shipment. Such lots may ap-

pear in good condition, and for immediate use or preserving, they are equally as good, and in many cases better, than the sounder stock. The selection of these lots should not be left to the choice of the individual grower, but selected by the representatives of both the growers and canners, in the end that the canners may be satisfied, and the stock used for fresh fruit trade may be of as good keeping quality as our limited knowledge of this factor can determine. It seems to me that the growers never faced a plainer proposition, or one where a small mistake may develop into such far reaching consequences. I quote a paragraph from Dr. Stevens covering this ground:

“There is one point which some of us ought to emphasize, that is the part the canning industry can play in helping to solve the shipping problems. Suppose 50,000 barrels of cranberries were canned on the Cape this year. We can properly count on more, rather than less, being canned in future years. From a point of view of marketing efficiency these should be the 50,000 barrels having the poorest keeping quality regardless of who raised them. These berries, as everyone knows, are just as good to eat as the others, and they will no doubt make just as good sauce or jelly, but they are a source of no end of trouble on the market. I do not know that this desired end can be wholly attained, but among us we ought to make some progress toward it every year.”

The execution of a plan of procedure in this matter presents a promising field for cooperation. Lots ostensibly not fit to brand would have to pass as a Separate Item shipment with their disposal left to the grower and selling agency. But many lots appear when packed to be in good condition and worthy of the label although there may be reasons for regarding them as hazardous shipments. The packer of such a lot naturally stands upon his rights and demands the label, preferring to take the chance rather than accept a discount at the start. There is always a possibility that such a lot may pass, but it is undeniable that these lots furnish the troublesome and expensive problems that annually go before the directors for

adjustment. And in view of the fact that such lots are likely to be found in any screenhouse, and the further fact that if such lots are used for canning purposes, it saves the packers and the shipment the losses and allowances incident upon shipping them to the fresh fruit markets, it would seem the part of wisdom to have the discount absorbed by the general shipment.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.

For the year ending
March 31, 1930

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES

AT THE

ANNUAL MEETING, APRIL 8, 1930

List of Officers for 1930-31

H. L. THATCHER & CO.
MIDDLEBORO, MASS.
1930

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1930

President

G. R. BRIGGS, Plymouth.

First Vice-President

J. C. MAKEPEACE, Wareham.

Second Vice-President

L. B. R. BARKER, Bournedale.

Manager, Treasurer, and Clerk.

A. D. BENSON, Middleboro.

Assistant Treasurer

SUE A. PITMAN, Middleboro.

Directors

R. Harold Allen, Taunton.	H. S. Griffith, South Carver.
E. D. Atwood, So. Carver.	I. C. Hammond, Onset.
H. R. Bailey, So. Carver.	C. D. Howland, Plymouth.
L. B. R. Barker, Bournedale.	Z. H. Jenkins, W. Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
A. E. Bullock, Taunton.	W. F. Makepeace, W. Barnstable.
J. F. Carleton, East Sandwich.	W. E. R. Nye, Sagamore.
G. H. Chandler, Marshfield.	B. C. Shaw, Middleboro.
G. A. Cowen, Rock.	B. E. Shaw, South Carver.
L. A. Crowell, East Dennis.	Paul E. Thompson, Middleboro.
C. A. Driscoll, Osterville.	W. E. Trufant, Whitman.
H. J. Franklin, East Wareham.	Carl B. Urann, Wareham.
H. L. Gibbs, West Wareham.	M. L. Urann, South Hanson.
R. S. Gibbs, So. Carver.	T. T. Vaughan, Carver.
S. B. Gibbs, West Wareham.	C. E. Weston, Middleboro.
Harrison Goddard, Plymouth.	Frank F. Weston, Rock.
Colburn C. Wood, Plymouth.	

Executive Committee

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee

R. S. Gibbs, West Wareham.	T. T. Vaughan, Carver.
A. A. Thomas, Middleboro.	

Picking Machine Committee.

E. D. Atwood, So. Carver.	Z. H. Jenkins, West Barnstable.
H. R. Bailey, So. Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
I. C. Hammond, Onset.	T. T. Vaughan, Carver.

Screening House Committee

L. B. R. Barker, Bournedale.	R. S. Gibbs, West Wareham.
A. D. Benson, Middleboro.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
L. A. Crowell, East Dennis.	Colburn C. Wood, Plymouth.

Purchase of Bog Committee

E. D. Atwood, So. Carver.	G. H. Chandler, Marshfield.
J. F. Carleton, East Sandwich.	L. A. Crowell, East Dennis.
Chester E. Weston, Middleboro.	

Bog Option Committee

C. A. Driscoll, Osterville.	Bernard E. Shaw, So. Carver.
Paul E. Thompson, Middleboro.	

Bog Management Committee

G. A. Cowen, Rock	I. C. Hammond, Onset.
T. T. Vaughan, Carver.	

Purchase of Berries Committee

R. S. Gibbs, So. Carver.	J. C. Makepeace, Wareham.
C. B. Urann, Wareham.	

Box Committee

E. D. Atwood, So. Carver.	P. E. Thompson, Middleboro.
A. D. Benson, Middleboro	

Directors of American Cranberry Exchange

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, West Wareham.	M. L. Urann, South Hanson.

REPORT OF THE ANNUAL MEETING

The twenty-third Annual Meeting of the New England Cranberry Sales Company was held in the Town Hall at Carver, Mass., on Tuesday, April 8, 1930, being called to order at 10.45 A. M.

Upon motion duly made and seconded, it was voted that the reading of the call, and the records of the last meeting be waived.

In opening the meeting the President welcomed those person present who were not members, and formal vote was passed inviting them to participate in the proceedings.

The Treasurer's Report was received and placed on file, as was the Auditors' Report.

Mr. Henry S. Griffith then made report in relation to the general quality and condition of the berries during the past season.

The Manager made report of the activities of the several committees during the past year.

Following these reports it was duly voted to proceed to the election of Directors, Clerk, and Treasurer, and to make nominations for Directors of the American Cranberry Exchange.

By appointment of the Directors, Mr. Chester E. Weston assumed the duties of Chairman of the Tellers, and the polls were opened at 11.50 A. M. When it had been ascertained that all had voted who wished to do so, the polls were declared closed at 12.15 P. M. Results of voting showed that one hundred and twenty-five memberships were represented at the meeting.

Recess for lunch was taken at 12.20 P. M., and the meeting reconvened at 1.45 P. M.

Upon reconvening Dr. Neil E. Stevens, Senior Pathologist of the Bureau of Plant Industry at Washington, D. C., gave an interesting talk, which was illustrated by lantern slides, regarding the keeping quality of the 1929 crop of cranberries.

Mr. C. S. McKinstry, representing the Advertising Agency, addressed the meeting and described in some detail the prospective plans for advertising to be carried on during the coming season. Mr. Sterling, the new President of the Agency, was introduced and spoke briefly.

Mr. A. U. Chaney was then called upon to make report for the Sales Agents. His talk was illustrated by lantern slides giving various statistics of the results of the 1929 crop, and making comparisons with other yearly crops of cranberries.

Mr. C. M. Chaney made a few remarks concerning general trade conditions during the past season and the attitude of the trade toward cranberries for the coming season. He also mentioned the important part that the Company Packing Houses were performing in the disposition of the crop.

It was voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of fifty cents per barrel on the cranberries marketed from the 1930 crop, the proceeds to be expended for advertising, or other special purposes relating thereto, but for no other purpose.

Voted that all reports and addresses made at this meeting be printed in pamphlet form, and that a copy be sent to every member of the Company.

The meeting adjourned at 3.50 P. M.

A. D. BENSON, Clerk.

PRESIDENT'S ADDRESS

We are certainly justified in taking great satisfaction in the results of the last marketing season and in the record of the Sales Company in supporting the American Cranberry Exchange in one of its most successful accomplishments. I would not detract in any degree from the appreciation which the Managers of the Exchange have earned by many notable achievements in the many years that they have served the cranberry industry, but their record in marketing the crop of 1929, under trying conditions, was so successful that it is probable that few of the growers realize how much they owe to the facilities of our co-operative organizations and the untiring energy and skillful use of those facilities by their experienced and devoted managers.

We, members of the New England Cranberry Sales Company, encountered few inconveniences in disposing of our crops at prices which gave us no inkling of unusual difficulties in the marketing situation. In fact we should have been well satisfied with our returns if marketing conditions had been favorable. It is doubtful if we have ever sold a crop of similar size as successfully for although the crop of 1928 was nearly as large and brought a higher average price that season did not end satisfactorily for our customers and, consequently, handicapped our selling organization in 1929, which found dealers in a pessimistic mood. Those who bought late berries freely in 1928 had lost money on those purchases and were confident that prices had been too high,—that the consumers would not use cranberries at retail prices based upon the quotations made by the Exchange. There was strong sales resistance, therefore, to be overcome among our customers, who refused to anticipate the normal demand and confined their purchases to their immediate necessities.

This attitude of the wholesalers limited the opportunities for distributing shipments at the season when growers are anxious to clean up their crops; it restricted orders for our berries and it was the determining factor in causing so-called independent shippers to seek orders and accept offers at reduced prices, or to consign berries to agencies which were not equipped to sell them successfully.

Added to the uncertainty and the difficulties which were caused by the extreme caution of dealers, and the restless anxiety of shippers, who lacked the counsel of competent advisers, was the general distrust in the stability of business caused by the tremendous shrinkage in the prices of stock. This affected the credit of those dealers who owned or speculated in stocks and made it necessary for the banks to use great caution in granting accommodation to legitimate business. The possibility of a financial panic cast a deep shadow on the business horizon.

That the American Cranberry Exchange met all these difficulties and anxieties calmly and successfully was a triumph for its Managers and a proof of the value of co-operative marketing. By combined action the members of the Exchange, working in close accord with the several supporting Sales Companies, have established a marketing agency which has far greater facilities for learning actual conditions and taking advantage of them than are available to other shippers. It is impossible to estimate the value of co-operation to the cranberry industry,—hardly possible to over-estimate it; for if the growers had been obliged to accept appraisals of the value of their berries made by the wholesale distributors, instead of the prices which were based upon the investigations and wide experience of the Managers of the Exchange, and if there had been no powerful agency at the critical period to limit reckless distribution and to steady the market, there is every probability that there would have been a collapse in prices and a heavy waste of the crop.

I believe that many growers who are not members of the Sales Company realize that, with its backing, the Exchange has suc-

ceeded in adding much to the value of their crops and their plantations, and to the regularity of profits; but as it has been so easy for them to secure profitable results without joining the Sales Company they do not appreciate that their lack of co-operation complicates the problem of distributing the crop and limits the effectiveness of the work of the Exchange in avoiding the wastes which will continue to occur as long as a number of agencies compete in shipping perishable fruits to the same markets.

Doubtless a number of shipments were made last autumn, by growers who lacked the counsel of qualified advisers, which yielded unsatisfactory returns. Had the general crop been excessive it would not have been in the power of the Exchange to counteract the damaging effect of such ill-placed and ill-timed shipments.

Every grower who met losses or disappointments which resulted from taking chances by shipping to incompetent agencies or to over-stocked markets should be ready to avail himself of the services of the Exchange and Sales Company,—thereby ending the cares and anxieties which attend the distribution of his crop,—a work which demands an experience and knowledge of marketing conditions which his activities as a grower prevent him from attaining.

We realize that so long as our co-operative selling organizations succeed in establishing and maintaining favorable markets for cranberries we cannot expect rapid growth; for every co-operative organization is handicapped by the inertia of prospective members who require some spectacular demonstration of the superiority of the co-operative plan to that which has served them satisfactorily. Among those who accept co-operation in theory and who may be expected to join such organizations there are always some surrounded by circumstances which limit their freedom of choice, or by difficulties, real or *imaginary*, which seem to make their condition peculiar and unfavorable for working with others.

As year after year adds to the record of the efficiency of our selling organizations and increases their prestige and the stability and value of our cranberry investments, we may expect to overcome, gradually, the inertia of friendly growers who now unintentionally hamper the full accomplishment of the carefully studied plans of our sales agents.

In the absence of any conspicuous failure of the "go as you please" method of marketing (a demonstration of the risk and wastefulness of that method which is only likely to be noted, *generally*, when the crop is excessive,—although it may come to an individual grower in *any* season) we as members, working earnestly for the good of our industry, should lose no opportunity to impress our "independent" friends with the efficiency of our organizations; with their notable accomplishments; with the greatly reduced risk to the individual shipper that co-operation affords, and with the economy of its service.

The New England Cranberry Sales Company, co-operating with similar organizations in New Jersey and Wisconsin, secures in the American Cranberry Exchange a type of service which no other selling agency can approach in thoroughness, efficiency, and prestige; and secures it at an initial cost materially less than the customary charge of commercial agencies. As both organizations belong to the co-operating growers and do not operate for profit they have been able in most seasons to return to their members proportionate shares of considerable savings which the conduct of their extensive business effects.

Our own Sales Company has increased its facilities for effective and timely service from year to year through the use, by the authority of its Directors and in accordance with its by-laws, of a modicum of its income for such purposes.

In this way the Company acquired the several packing houses which have proved so valuable in increasing the flexibility of our response to marketing demands and the uniformity and quality of our packing. Gradually the value and importance of

the services which these houses render to our sales agents, *directly* to our growers who use them and *indirectly* to every member, have demonstrated that they are essential to meet the demands of modern merchandising methods. Recent improvements have fitted them to handle efficiently the larger quantities of berries which an increasing number of clients consign to their care. The packing houses made it practicable for us to serve satisfactorily the grower of very small crops, which, heretofore, it was difficult to accomplish.

Fifteen years ago, after the disposal of the crop of 1914,—the first crop to exceed 600,000 barrels,—cranberry growers realized that production had increased beyond the normal demand and that unless a much greater demand could be developed succeeding years would bring repetitions of the wastes and losses which had made the last marketing season unprofitable to most growers.

There were notable examples of the rapid development of the use of other commodities through advertising, and this agency was recommended to our growers as the surest way to widen the market for cranberries and to increase their consumption in those communities accustomed to their use.

While many of our members doubted the wisdom of expenditures for advertising, the need of a broader market for our berries was so urgent that an experimental advertising campaign was undertaken in a limited territory. This was sufficiently successful to justify more extensive appropriations in order that we might send our messages to all sections of the country.

Year by year results have proved that our expenditures for advertising have been important factors in the successful marketing of our crops and today, there is probably no member who questions the advisability of continuing this work, the effectiveness of which depends in considerable measure upon the wide distribution of the crop which our plan of co-operative marketing makes practicable.

In all the years that we have advertised the Robert M.

McMullen advertising agency has served us with expert advice and the management of details. Mr. McMullen and his associates have worked in harmony with the Managers of the American Cranberry Exchange and a special advertising committee of its Board of Directors. Now Mr. McMullen has joined with other advertising counselors in organizing a new corporation. McMullen-Sterling-Chalfant, Inc., in which Mr. McKinstry, who has taken so much interest and worked so effectively in our behalf, is associated; and this new agency will have the benefit of the experience of Messrs. Sterling and Chalfant,—gained in advertising other food products.

While we have only praise for the accomplishments of Mr. McMullen and his assistants we take satisfaction in the belief that his new associates will increase the effectiveness of our advertising and add variety to the “copy” on which we depend to draw the attention and excite the interest of consumers.

Representatives of the new agency are with us today and are desirous of making the acquaintance of our members.

The Middleboro office, under the direction of Mr. Benson and Miss Pitman gains in efficiency with each year through the added experience of our employees and improved facilities for conducting our business. This office, with its accurate records of all our transactions, performs a useful service for every member as well as directing the activities of the Sales Company and conducting the details of our business with the Exchange.

In reviewing the events of the year that closes for us today we acknowledge our good fortune in retaining the interest and services of the Managers, employees and counselors who have been important factors in the success of our co-operative organizations. With their devoted help we may expect continued success.

REPORT OF THE TREASURER AND MANAGER

One of the most active, and unusually interesting years that has occurred during the fifteen seasons that I have served as Treasurer of the New England Cranberry Sales Company has been brought to a close, active because of the variety of work accomplished, and most interesting because of the unusual conditions under which we labored during the shipping season.

The activities of the year began immediately following the last Annual Meeting as the Directors had already authorized the erection of a new storage building on the North Carver property and plans and material were being assembled at that time in preparation for this work.

The representatives of the Box Manufacturers Association were then asking our co-operation in an endeavor to reduce the variety of types of packing boxes which were being manufactured, and frequent meetings were held in connection with this effort.

There has been considerable activity among the real estate agents in the selling of bog properties and numerous meetings have been held with owners and prospective owners in relation to the financing of these projects.

The twenty picking machines which had been contracted for were delivered to us during the month of July, along with other supplies which we were providing for our members in anticipation of the approaching season.

These matters kept us very busy throughout the Summer and as the picking season approached the unusual features that I have referred to began to develop.

A general survey made by your Manager during July resulted in a forecast being made by him to our Sales Agents that there would be 400,000 barrels of berries grown on Cape Cod during the season of 1929. As the season progressed many other forecasts were made by other authorities which varied greatly both as to

the amount of the crop and the size and condition of the berries, some of these "authorities" insisting that there was a prospective crop of but 300,000 barrels and that there was a great quantity of pie berries in prospect.

The incubator tests that were made during August, and in advance of the picking season, indicated that the crop would not have the best of keeping quality, results of the tests showing a higher percentage of rot than in any season since the experiments were instituted in 1923.

These reports caused us to be particularly interested in the individual estimates which we ask our members to make at the beginning of each season.

The summary of these estimates indicated that the bogs making up our membership would produce something over 230,000 barrels of berries. Taking this total as an indicator we placed the estimate for the cranberry crop of Cape Cod at 385,000 barrels.

It was considered that of the quantity produced by our members approximately 35,000 barrels would be used by the canners, and it was reported to you that this Company would handle in round numbers 100,000 barrels of Early Blacks, 84,000 barrels of Late Howes, and 12,000 barrels of Odd Varieties; a total of 196,000 barrels.

In comparison with this estimate we now report that the shipments have amounted to an equivalent of 98,558 barrels of Early Blacks, 87,556 barrels of Late Howes, and 18,988 barrels of Odd Varieties; making a total of 205,103 barrels. Therefore our estimate on Early Blacks was practically correct but we overran our estimates so far as the shipment of Late Howes and Odd Varieties were concerned.

The usual proportion of Early Blacks was moved during the first subdivision of the General Shipment, and market conditions allowed us to continue shipping this variety very steadily during the following subdivisions, with the result that practically all of our Early Blacks had been shipped by November

9th, with the exception of some 750 barrels of berries of that variety which were withheld from the shipment.

Because of the warnings we had received with reference to the keeping quality we impressed upon our corps of Inspectors the necessity of being especially careful in noting the condition of the berries when making inspections, and to ask the members to keep themselves informed regarding this matter. I am pleased to say that from the total of 92,796 barrels of branded Early Blacks that were shipped we had complaints involving but 5,104 barrels, or approximately 5½%.

Our records would indicate that the berries were fully up to the average size as there were but 1,162 barrels of Pie berries, and approximately 1,400 barrels of Chanticleer brand shipped during the past season as compared with 1,195 barrels of Pie berries, and 1,000 barrels of Chanticleer brand in the season of 1928 when the size of the Early Blacks was above the average.

The General Shipment for this variety was closed in due season, and payments made by December 15th, the base average of the Skipper and Mayflower grades being \$5.85 per half barrel box, which equals \$11.70 per barrel. The average for all branded Early Blacks shipped was \$12.12 per barrel.

As the time for the shipment of Howes approached we were faced with especially unusual and discouraging conditions. I believe that the market situation will be fully described to you by Mr. A. U. Chaney so I will only mention the conditions that existed on Cape Cod. Independent shippers had a large portion of their Early Blacks remaining on hand and they were pressing their agents for action, being willing to accept a discount of \$1.00 per barrel in order to make shipments. We understand that one or two "Independent" growers made shipments of all of their Howes before shipping any of their Blacks.

Then under date of October 18th we received the following advice regarding incubator tests: "We have never had such unfavorable results as we are getting this year. Either there is something radically wrong with our tests or you are going to

have some rotten berries early in the Howes shipments. If you get by this year it will be because of hard work on the part of your Inspectors and care on everybody's part."

We also knew that there had been quite a quantity of light colored Howes harvested and results of past years showed that this class of berry was particularly susceptible to rot.

It was considered that the situation demanded the shipment of only first class lots and that the market could be easily and seriously affected if the lighter colored berries especially subject to decay were forwarded at the beginning of the Howes shipping season. For this reason we asked for and insisted on shipments of only first class Howes berries and had our Inspectors draw frequent samples from all lots as they were being screened in order that we might watch the keeping quality and apply the lots on the proper orders.

This extra care on the part of all concerned produced results that were far better than we anticipated as the following resume of the Howes shipments will show.

Approximately 6,000 barrels of Howes were shipped in October, and 46,000 barrels in November, in comparison with a total of 58,500 barrels during the same two months in 1928, a reduction in shipments of over 6,500 barrels. This reduction, coupled with the fact that we had 20,000 barrels more of this variety to market this past season than in 1928, resulted in our having 36,000 barrels of Howes on hand unshipped on December 1st.

This was an unusual situation but the market reacted as anticipated by our Sales Agents and by December 5th we had been the recipients of orders which called for the shipment of a large amount of these berries within a period of ten days to two weeks, and it was necessary to take unusual measures and put forth extraordinary efforts in an endeavor to accomplish what was asked of us.

Through the wonderful co-operation of our members and by using the facilities of the Company packing houses to their fullest extent it was possible to ship nearly 30,000 barrels of

Howes during the first half of December, the heaviest shipments that we have ever made during the corresponding period in any year, the nearest approach being during the season of 1926—the year of the last large crop—when 24,000 barrels were forwarded by this Company.

Though the “Trade” registered a number of complaints as to the light color of some of the Honker brand that was shipped in November, which with a less healthy condition of the market might have resulted in serious trouble, yet I am pleased to say that these later shipments were made without serious complaints being received, and after all adjustments had been made it was necessary for us to refer to the Directors for consideration a comparatively small number of items which totaled only 1,745 barrels out of the entire shipment of 83,284 barrels of branded berries.

That there was a considerable quantity of light colored Howes harvested is evidenced by the fact that 3,765 barrels of Turkey brand were shipped as against about only 800 barrels in the season of 1928, and 850 barrels in the season of 1927, and it is probable that some of the Honker brand that was shipped should have been branded Turkey. A repetition of this procedure should be avoided as the majority of customers are reluctant to accept this grade of berry either of Odd Varieties or Howes.

Account sales on these late shipments came in so promptly that we were able to close the General Shipment at the allotted time and all settlements were effected shortly after the middle of January of this year, the base price of the Honker brand being \$7.11 per half barrel box or \$14.22 per barrel, the average for all branded Howes being \$15.14 per barrel.

The quantity of berries on hand with our members the first of the year was unusually small, and we have been able to render account sales on all lots with the exception of sixty-five quarter barrel boxes shipped within the last three weeks. The total amount paid growers approximates \$2,450,000.00 and shows a net average of \$11.95 per barrel.

COMPANY PACKING HOUSES

These buildings with their modern equipment again proved their worth to all growers as an aid in the proper and prompt distribution of the crop, and as before mentioned it was fortunate that full advantage could be taken of their facilities during those strenuous two weeks of December, many berries being carted to these points from other houses for screening.

The functions of these houses are not confined to screening alone as they serve as distributing points for labels, boxes, nails, and other supplies to members, and the employees furnish invaluable aid in many detail matters connected with the proper loading and forwarding of shipments both L. C. L. and carloads.

The total output from the four houses was divided as follows:

House	Halves	Quarters	Equal Bbls.
Tremont	11,024	34,156	14,051
North Carver	6,382	14,172	6,734
Plymouth	6,212	28,668	10,273
West Barnstable	2,923	6,694	3,135
	<hr/> 26,541	<hr/> 83,690	<hr/> 34,193

The foregoing figures show that only 38% of the shipments from these houses were made in half barrel boxes. On the other hand many patrons deliver all their berries to the houses in half barrel boxes. The result is that we are compelled to carry over from this past season quite a supply of these boxes, in fact, nearly enough for our needs for the coming season. Thus, of necessity, we must ask that this method of delivery be discontinued insofar as possible. A further reason for discontinuing this method of delivery is that it has been observed that berries do not keep as well in these packing boxes as in the regular picking boxes. In one particular instance the shrinkage in quantity and value per barrel was practically sufficient to pay the cost of new picking boxes.

FINANCIAL STATEMENT

You have at hand a copy of the Treasurer's report for the past season so I will not take the time to read the statement in detail but wish to call attention to one or two items shown therein. The amount of two per cent reserved for expenses is the largest of any season with the exception of 1927, and this amount was only \$100.00 more; but the balance over expenses is \$500.00 more than in that season, notwithstanding the fact that a heavy depreciation charge has been made against the Screenhouses and their equipment and that we have had to pay the highest interest rate on our loans for advance payment purposes. Another reason for the increase in amount of the Interest item is that we followed a new plan in making advance payments, making the payment on the Early Blacks shipments as large as we felt was safe and not increasing the amount for the Howes though the opening price for that variety was higher. This procedure gave the members more money at the time we considered they needed it the most, and from comments that have been made to us I believe was appreciated, though with the high rate of interest the additional cost has amounted to something over \$1,000.00.

The statement shows that only about 40% of the crop was shipped in half barrel boxes, and I believe that this percentage will be reduced in the coming season and that the larger growers should plan on using over 50% of quarter barrel boxes, and the smaller growers should use quarter barrel boxes entirely.

REPORT OF COMMITTEES

Screenhouses

As previously mentioned, an addition to the facilities at North Carver was authorized by the Directors in the early part of 1929.

It was decided to erect at that point a building of the same construction as the one erected at Tremont in 1928, and equipped in a similar manner. This building is 105 feet long by 24 feet wide, constructed of the same material used at Tremont, fitted

with ventilators and monitors, and is practically fire proof. The total cost amounted to \$5,576.21, the work being done almost entirely by the regular employees of the Company under the supervision of your Manager.

Conveyor equipment for the transporting of berries from this new building to the separators was purchased for an amount of \$412.75.

These added accommodations should increase the efficiency of the operations at that point, and at least 10,000 barrels can be handled there throughout the season without congestion.

Authority was given the Committee to make repairs at the West Barnstable building. The roof was resurfaced with fire resisting shingles; the two sides and front of the building were reshingled and trimmings painted. The appearance of the building has been much improved by these changes. The repairs were greatly needed on account of the conspicuous position which the building occupies and the notice which it receives from summer visitors to the Cape section. This work was also performed by the regular employees under the Manager's direction.

The screening equipment at that point proved to be inadequate and new equipment was added costing \$1,075.52.

The patronage at Harwich had fallen so low that it was deemed advisable to discontinue operations there and to transfer the berries that would naturally be brought to that house to the West Barnstable house. We believe that the arrangements which we made were satisfactory to the members from the Harwich section.

Picking Machines

The Picking Machine Committee has held a number of meetings throughout the season, and on January 10th, 1930, recommended to the Directors that the Company place an order for the manufacture of twelve machines for the season of 1930. This authority was given by the Directors, and our members were advised of that fact under date of January 14th. Although

many members have evidenced their interest in the matter they have been slow in placing actual orders. Consequently we have had to ask the manufacturers to delay operations until May 1st at which time we hope to have definite orders for the quantity authorized.

Purchase of Bogs

This Committee has had a number of calls made upon it for aid in financing various contemplated transfers of bog property but due to the fact that the plan of operation prohibits the use of Company funds, and as we have been able to make financial arrangements with only one bank, the operations of the Committee is limited to loans totaling \$25,000.00. Practically all of this amount has now been taken up, and the Committee will be forced to discontinue further operations until other arrangements can be made.

Bog Management

This Committee is continuing the care of the two properties as reported at the last Annual Meeting, and I believe that it has rendered worth while service in this respect.

Box Committee

This Committee was appointed to co-operate with the Representatives of the Box Manufacturers Association in an endeavor to obtain a more uniform box being made in accordance with the specifications of the Sales Company, to secure an improvement in the manner of printing, and to guard against the misuse of the "Eatmor" trademark.

A number of meetings of this Committee have been held and the Manager in its interest has had many conferences with the Secretary of the Box Manufacturers Association as well as members of the Association.

Much progress has been made and we expect shortly to enter into an agreement with the box manufacturers whereby the Sales

Company will furnish uniform sets of dies to them with the stipulation that the "Eatmor" trademark shall be imprinted only on boxes complying with the specifications of the Sales Company.

The Committee has recommended to the Directors that only one type of quarter barrel box be used.

It further recommends that all growers provide themselves with mechanical shakers for the proper packing of these small boxes. A number of improvements have been made in the presses used in heading this type of box, and every member is urged to see that his screenhouse is equipped with some one of these devices.

It is thought that only by the use of both of these mechanical appliances can the slack packing of quarter barrel boxes be eliminated.

In closing this report I cannot help but remarking upon the wonderful results that have been achieved during the past three seasons and particularly during the last season, and I am impressed with the thought that these results could not have been accomplished except by the ever increasing spirit of co-operation which exists between your Sales Agents, the personnel of your local office and the members. It seems to me that all of us individually and collectively are endeavoring in every way to further the success of the Company and thus of the Cranberry Industry.

TREASURER'S ACCOUNT FOR THE YEAR ENDING MARCH 31, 1930

Receipts

Net amount reserved for expenses	\$54,334.98
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Disbursements

Contingent Fund	\$1,256.76
Interest and Discount	5,387.11
Postage	390.13
Light and Heat	291.68
Telephone and Telegraph	1,173.55
Express, Freight and Carting	82.28
Printing	621.95
Stationery and Office Expense	488.55
Salary Accounts	14,145.50
Treasurer's Expense Account	1,141.25
General Expense	1,012.33
Expense of Meetings	407.85
Labels	3,019.00
Insurance	355.60
Taxes	281.60
Engraved Plates	480.87
Automobile Account	1,120.27
Office Building	276.18
Office Equipment, Depreciation, etc.	458.88
Screenhouse Equipment, Depreciation, etc.	2,800.76
Inspectors' Salaries and Expenses	3,221.53
Picking Machine Sales Expense	91.65
Trademarks	63.00
	\$38,568.28
Balance over expenses	\$15,766.70

Summary of Cranberry Account

Paid Growers during fiscal year		1928 account \$	4,291.84
		1929 account	\$2,450,921.79
Advertising Assessments		1928 account \$	52.95
		1929 account \$	102,231.06
Shipments	Half Bbl.	Quarter Bbl.	Equal Bbls.
	Boxes	Boxes	
Early Blacks	79,345	235,544	98,558½
Late Howes	89,705	170,815	87,556¼
Odd Varieties	6,722	62,510	18,988½
	<hr/>	<hr/>	<hr/>
	175,772	468,869	205,103¼

AUDITORS' REPORT

The annual examination of the books of the New England Cranberry Sales Company has been made by us and we beg to submit a Statement of Condition as shown by these books at the end of the fiscal year, March 31, 1930.

Assets		Liabilities	
Real Estate & Buildings	\$72,275.00	Membership Fund	\$2,660.00
Equipment at Office	5,000.00	Operating Fund	80,570.14
Equipment at Screenhouses	5,250.00	Reserve Fund	
Supplies at Screenhouses	8,205.91	Season of 1929	15,766.70
Picking Machine Account	2,500.00	Notes Payable	33,000.00
Automobiles & Trucks	1,650.00		
Amer. Cran. Exch. Loan	13,475.00		
Notes Receivable	20,134.08		
Accounts Receivable	86.49		
Merchandise	23.13		
Trademarks	1.00		
Cash	3,396.23		
	<hr/>		<hr/>
	\$131,996.84		\$131,996.84

We find that the items of Real Estate, Equipment, Supplies, etc., were listed on the accounts in accordance with the appraisal authorized by the Directors of the Company. The items of Notes, Accounts Receivable and Cash have been checked and verified by us, as have the balances of the accounts listed as Liabilities. A check of the record of Receipts and Disbursements has been made and the Bank Statements and Ledger Accounts have been examined. We are pleased to report that we find vouchers and records of transactions properly filed and in good order.

Respectfully submitted,

T. T. VAUGHAN

H. L. GIBBS

A. A. THOMAS

Auditing Committee.

REPORT OF HENRY S. GRIFFITH

This is my 22d annual report and the most satisfactory of all; this is as it should be.

As we pass on from year to year our progress seems to be slow, but as we look back to the conditions of 1907 we have a right to be proud of the progress we have made. This company was one of the pioneers in co-operative marketing; its early years were hectic and uncertain; but it has lived to overcome many of the obstacles, and to become recognized as a model of system and efficiency.

Size of the Fruit

Calculated on the basis of the lots that came under my observation the fruit was considerably larger than a ten year average. I saw no Chanticleers or Battleships during the season, and very few that came dangerously near the line. I compute the size of the Blacks as 40% large, 45% average and 15% small; and the Howes as 52% large, 41% average and 7% small.

Fruit Worms

Trouble from this pest was light. I saw but one badly infected lot, and worms were mentioned incidentally but a very few times in the story of the complaints.

Canning Cranberries

I sum up the argument on this vital topic in a direct question: If one grower owned all of the bogs in Plymouth and Barnstable Counties, would he can his sound fruit and ship his poor keeping stock to the fresh fruit markets?

“Eatmor” Boxes

Every season, especially in the shipment of the Odd Varieties, I find lots packed in “Eatmor” boxes that are not entitled to

the "Eatmor" label. This situation should be easily remedied. Growers must be advised, in ordering boxes for the season, to include a percentage of plain boxes. It would be far better to ship "Eatmor" stock in plain boxes, than to use "Eatmor" boxes for lots that are not entitled to the label. Packers who employ screen-house help that do not understand our language must educate their help in this matter.

Color

While the season was assumed to be late, the shipping period was about two weeks ahead of the preceding season. I should say the coloring of the Blacks was normal, and in some of the Odd Varieties it was excellent and on the whole in advance of the average year. But the coloring of the Howes was irregular and unsatisfactory. We had far more than the average of the Turkey grade, and perhaps I can say this of the Holiday and Santa Claus grades. The Turkey lots were of poor keeping and coloring qualities, but I cannot say this was the result of picking at the wrong stage. I have seen lots that were harvested almost devoid of color that developed into sound lots of the Honker grade; and I have seen lots harvested light in color that proved to have poor keeping qualities while the color did not improve. It is easy to imagine that some condition or infection may interfere with the coloring processes but I have no theory to offer.

I note a growing market demand for better color, and this is readily understood. Our color limits were established when the fruit was handled in a way that gave it time to color in transit, but under present day methods there is no time for coloring in transit. Inspectors have been accused of "letting up" in the matter of color when they were clearly within the rules. To post grading rules in the screen-houses and ask Inspectors to violate them sounds too much like 18th amendment tactics. This matter is within the duties of the Directors, and if that Board finds it advisable new color schedules should be adopted and posted in the packing houses.

Keeping Qualities

This perennial topic presents aspects for the season of 1929 that are unique and at the same time eminently encouraging. The results of incubator tests that will be given by Dr. Stevens in a resume of our entire experiences along that line will place the situation in a hopeful light.

In view of the fact that early tests developed more than the usual percentage of rot, which was reinforced by later tests as well as by observations, I was agreeably surprised to find that we had so few complaints. More than one half of the Blacks were shipped in September, and when we consider that 30% of the complaints came on the 8% of the Blacks that were shipped in November it gives the hint that we escaped a more serious loss on that variety by shipping before the rot developed. I find twenty-nine complaints lodged against the Blacks and only ten against the Howes; in both cases far below the average. Of the complaints against Blacks, twenty-five lots showed rot varying from three to twenty per cent; and of the complaints on Howes seven are chargeable to rot. I note that in every case where the shipment included both boxes, the higher percentage of rot was in the smaller box. This is contrary to our theory and also to past observations, but I can offer no explanation. Several cars of the Turkey grade went under my inspection and I never hesitated to state that there was not a sound lot on the list. Two cars of the Honker grade which I recommended for the canners were applied on orders, and no complaint was received on either the Turkey orders or the Honker orders. Perhaps this account is partially balanced by a few lots that went under my "no sign of rot" tag, which landed on the black list. And when we compare the fruit which was so evidently of a poor keeping quality, with the comparatively few complaints, the situation would appear at first glance to be inexplicable, but when we look for the reason we find the outstanding success of the season.

The last year in which we had a crop of the poorest keeping quality was the year 1919, and the results were disastrous. We

had the markets filled with decaying fruit, and in many cases the results came near a total loss. Since that year we have had crops of varying conditions, with some losses, but we have had no season when we could have used the word "disastrous" and we naturally wonder why. I answer the question under three heads.

FIRST. Our method of handling and shipping fruit has been improving rapidly in the last decade. Where once we packed in barrels, we now pack in one half and one fourth barrel boxes. Where we once took a week to pack and load a car, we now do it in from one to three days. Where once we bruised the fruit and gave it a month in transit, we now run it over belt screens and deliver it to the buyer promptly. We can hardly exaggerate the part these changes have played in delivering the fruit in good condition.

SECOND. In the early harvest days of last season we were warned of the doubtful keeping quality of the fruit. Inspectors were continually cautioned to be on the lookout for rot, and it is certain that one who would thus caution us would use that same caution in placing the order.

THIRD. For the first time in our history we supplied the trade and to this I give the lion's share of the satisfactory ending. There was no speculative buying or holding; no packing and waiting for orders, in brief the fruit was held in the original package until it was wanted by the trade, then shipped direct. This may have been partially due to the experiences of the previous year, and I think the independents, to a large degree, followed the same course. And so while we may have to wait for the fruit to color we will reap another advantage by reducing the danger from rot by curtailing the time in transit. I regard this as the outstanding success of the season which I shall emphasize under another head.

Marketing

As there is a close relationship between the inspectors and the selling agents I beg to say a word on this topic. I regard the marketing of the cranberry crop of 1929 as the most scientific achievement, when viewed from the standpoint of modern conceptions, in the entire history of the fruit trade. It seems to me that conditions affecting the distribution and consumption of our fruit were as near normal as we ever met. The speculative factor was near the zero mark; blind shipments were no more troublesome than usual—perhaps less; the crops and prices of competitive produce were apparently on the average; and economic conditions, while not at the best, may be considered as near the average. Thus cranberry distributors were given a fair field and the results may be considered normal for future comparisons.

I cannot speak too highly of the advertising department, whose past campaigns have laid the basis for a season's work. But after the basis has been laid I look upon this department as a reserve force to be called out during a season's changes. To stem a threatened stampede; to strengthen a weak point; to save a falling market; to rush at a moment's notice to save a situation that is liable to develop in any season, is the forte of this department. But as I see it the key to the phenomenal success of the season of 1929 will be found in another pocket. I hear the opinion frequently expressed that the stock market craze affected the situation, but even this, as I see it has been exaggerated.

I regard the opening price as the key to the success. Conditions may vary from year to year, but it is theoretically sound to assume that when the price is named at the highest point the trade will accept there is nothing to tempt the speculative factor. And with this one stroke all obstacles were brushed aside and we proceeded to supply the trade. We shipped heavily during the month of September, filling all markets and starting the season's

consumption ; this is as it should be. After the markets had been filled our shipments were irregular, and this too, is as it should be. As there were no speculators at hand ready to take the fruit we had to wait for the trade and consumers, and this is as it should be.

In proof of this our records show that 60% of the Blacks and 4% of the Odd Varieties were shipped in September. Wisconsin and New Jersey then joined us, and we shipped in October 32% of our Blacks, 5% of our Odd Varieties and 5% of our Howes. In November we shipped the remnant of our Blacks, 55% of our Howes and 82% of our Odd Varieties. In brief these figures seem to show that we shipped during the season just as fast as the trade and consumers would take our fruit, and this, surely, is as it should be.

As the only motive one could have in buying cranberries in 1929 was for the purpose of passing them along to the consumers, consumption must have followed close to the distribution, and by following the distribution we get a good idea of when our fruit is consumed in a normal year. The crop of the season was distributed as follows :

29% in September
19% in October
34% in November
18% after December 1st.

I do not happen to know when those better qualified to have an opinion consider the main cranberry months, but estimating from the figures given above I should say that approximately 70% of the crop is consumed in the months of October and November in a normal year. Nor do I know what percent of the crop is expected to be in the hands of the growers after the Thanksgiving trade has been supplied but as 82% of the crop was shipped before December 1st, and apparently none of it in speculative hands, it seems to me the situation was ideal. And under the circumstances I may be permitted to express the

opinion that if the stock market craze had any effect on the situation it must have been a healthy one.

A vital question now confronts us: Can it be done again? I see but one obstacle: the persistency of too many growers to stand in the way. With a proper control of the crop the growers could supply the trade year after year, and obtain for themselves the margins which, in the average year, go to the speculative factor.

But in order to do this growers must be prepared to hold the fruit until it is wanted by the trade. If they lack such facilities, the only way they can sell out before the Christmas trade, is to drop the price to a figure that will tempt the speculative factor. But if it is a paying proposition for speculators to buy and hold, why is it not a paying proposition for the growers to hold. I think it can be demonstrated that for a fraction of the gains in this normal year, facilities could be provided for all growers to hold such percentages of their crops as might be necessary to hold for the Christmas trade, and in all future years they would be in a position to supply the trade, and secure one of the objects of co-operation by eliminating all unnecessary tolls between the growers and consumers. Is this not worth thinking about?

And so I can close this paper in a spirit of optimism. Looking back with satisfaction on the progress of the past, we can also look forward to the future with hope. But if we are to appropriate and hold the progress of the past, and enjoy that "plain sailing" that seems within our grasp, we must find some way to stop the careless growers from "rocking the boat."

THE KEEPING QUALITY OF CRANBERRIES IN THE 1929 CROP AND THE USE OF THE INCUBATOR TEST

By Neil E. Stevens

On previous occasions when I have had the pleasure of addressing meetings of this Company I have occasionally presented evidence to show that the cranberries of the past season were so poor that they could not readily be sold to advantage—or that they were so good as to greatly help the market. On both these points I have been conscious of your ready agreement.

During the past winter (1929-1930) our observations convinced us that the Cape Cod cranberry crop was successfully sold in spite of generally inferior keeping quality. Realizing that you might not be so ready to agree with this thesis, I have fortified myself with a few tables and graphs which I wish to submit for your consideration.

Keeping Quality as Shown by the Incubator Tests

You are all familiar with the incubator tests. The results of these tests on samples of Early Black cranberries from the same bog over a series of years are shown in Table 1. You will note that though there are one or two exceptions, in general the Early Black cranberries showed early in September more rot than previous years and that the average rot was over five times as great as in 1928.

Table 2 gives the same information for the Howes variety except that the test was made October 1. You will note that here also the rot was worse than previous years. The average per cent of rot in 1929 was thirty-five times as great as in 1928, and almost twice as great as in 1926, when the Howes were not of high quality. It was on the basis of these results and the weather data that we predicted keeping quality below average and poorer than in 1928.

Table No. 1.

Results of incubator tests on Early Black cranberries during first two weeks in September; temperature at 30-31 degrees C.

Bog identification symbol	1926	1927	1928	1929
1	0	3.0	0.5	2.0
2	0	0.6	1.5	0.5
3	0	0	0	0
4	0	2.2	0.2	4.0
5	0	1.3	0.4	1.8
6	0.2	0.7	0	2.0
8	0	0.4	0	0.8
10	0	0.8	0	3.2
A	0.2	4.5	0.3	5.2
B	0	0.4	0	0
C	2.0	1.0	2.0	4.2
D	0	0	0.4	3.2
	—	—	—	—
Average	0.2	1.4	0.4	2.2

Table No. 2.

Results of incubator tests on Howes at East Wareham, October 1-7, temperature 25 degrees C., expressed as per cent rotten berries.

Bog identification number	1926	1928	1929
18	—	0.4	4.5
19	16.0	—	14.0
20	—	0	6.0
21	1.0	—	24.0
22	7.0	—	32.0
23	—	1.0	14.0
24	1.0	0.6	12.0
25	14.0	0	24.0
26	1.0	0	13.0
	—	—	—
Average	6.7	0.3	11.9

Keeping Quality as Shown by Storage Tests at East Wareham

For several years past we have been making actual keeping tests of bushel lots of berries from several bogs in the Wareham-Carver area with the idea of securing a more accurate check on keeping quality. These lots are kept in the State Bog screen-house at East Wareham and sorted October 15 and November 15. For reasons which you all understand, we consider October 15 as the significant date for Early Blacks and November 15 for the Howes and Odd Varieties.

The average condition of these lots for the dates indicated are given in Table 3 and you will notice that 1929 is the poorest of all.

Table No. 3.

Average condition of storage lots at State Bog, expressed as
per cent rotten berries.

Variety		1926	1927	1928	1929
Early Black	Oct. 15	2.9	4.6	3.3	6.9
Howes	Nov. 15	—	—	6.5	9.0
Odd Varieties	Nov. 15	13.4	11.2	12.2	18.0

Keeping Quality as Shown by the Chicago Tests

For the past four years we have carried on rather elaborate storage tests at the Chicago store of the American Cranberry Exchange. In these tests it has been our custom to compare representative lots of Howes and McFarlins from the three chief producing areas. The results show that not only was the condition of both Howes and McFarlins of the 1929 Cape Cod crop worse than the average of the previous three years, but it was also far below the average of both New Jersey and Wisconsin. The Massachusetts berries came from a well-known bog near East Wareham, the berries from which have long had an excellent reputation for keeping quality.

Conditions Which Made it Possible to Dispose of the Crop so Readily

In discussing the keeping quality of the crop I have spoken with some conviction and presented figures to back up my statements. In discussing market conditions I am venturing into a field in which I make no pretense of authority and in which you have the figures. I shall accordingly speak with caution and always subject to correction, merely listing circumstances which seem to me to have favored orderly disposition of the crop.

1. The New Jersey and Wisconsin crops were short and of excellent keeping quality.
2. The Directors of the American Cranberry Exchange gauged the opening price with great accuracy.
3. Inspectors and growers were forewarned and used great caution in disposing of the crop. This was not confined to your membership. Even before the middle of September some lots of Early Blacks belonging to so-called independents were on the way to the cannery for no other reason than that they seemed to be of inferior keeping quality.
4. There was, perhaps as a result of financial events which culminated late in October, little speculation in cranberries, with its resultant holding of berries after packing. As a matter of fact, I am reliably informed that even regular customers refused to anticipate their needs but delayed their orders for the Christmas trade until the last minute, with the result that there was no unnecessary delay between packing and cooking.

Further Use of the Incubator Tests

Ever since these incubator tests were begun we have made a practice of telling Mr. Benson whenever a lot of berries from any member showed poor results in the incubator test. He has apparently been glad to get these reports and I believe has made good use of them. Such reports this year were unusually numerous and striking.

This raised the question as to whether it would not be good business for your Company to have an incubator and test doubtful lots at the time of shipment or just before. Would it not be of assistance to your directors in settling the sometimes vexed question of the disposition of the payment for lots on which allowances have been made if they had a record of an incubator test? The cost would be small. We have used the incubator at the State Bog for seven years and it looks as though it might be good for seventy.

Incubator Tests and the Canning Industry

This brings me to a matter which has been much on my mind during the last three years. Namely, the question of the selection of the berries which are to go into cans. Whether 20 per cent of the berries are canned or only 2 per cent, it is obviously to the advantage of everyone for these to be chosen from the berries which are tenderest and least fit to endure the handling they must undergo if sold as fresh fruit. First of all, there should go into the cans all fruit of varieties known to be poor shippers and from bogs which usually produce fruit of poor keeping quality. As a means of choosing among the remaining lots the incubator test seems to offer interesting possibilities.

I have no doubt that some of you are thinking that it is much easier for me to suggest such a policy than for you to carry it out. I have observed, however, that as soon as cranberry growers are thoroughly convinced of the desirability of a given end some way is found to attain it.

We all recall, for example, that it once seemed to some impossible to screen berries properly on belts or even to get screeners who would work on them; also, that some were convinced that the trade would never give up the standard barrel. Yet belt screens are almost universal and the cranberry barrel is as dead as the dodo.

Consequently, at some risk of seeming visionary, I wish to place myself on record as believing that a way will be found of bringing about so obviously desirable a change, namely, an arrangement by which the berries to be canned shall be selected on the basis of some definite plan such as that suggested above. If this can be accomplished it will, I firmly believe, be the most important forward step since the ventilated box replaced the barrel.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.

For the year ending

March 31, 1931

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT AND ADDRESSES

AT THE

ANNUAL MEETING, APRIL 14, 1931

List of Officers for 1931-32

H. L. THATCHER & CO.
MIDDLEBORO, MASS.
1931

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1931

President

G. R. BRIGGS, Plymouth.

First Vice-President

J. C. MAKEPEACE, Wareham.

Second Vice-President

R. S. GIBBS, South Carver.

Manager, Treasurer, and Clerk

A. D. BENSON, Middleboro.

Assistant Treasurer

SUE A. PITMAN, Middleboro.

Directors

E. D. Atwood, South Carver.	I. C. Hammond, Onset.
H. R. Bailey, South Carver.	C. D. Howland, Plymouth.
L. B. R. Barker, Bournedale.	Z. H. Jenkins, W. Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
A. E. Bullock, Taunton.	W. F. Makepeace, W. Barnstable.
J. F. Carleton, East Sandwich.	C. W. Maxim, North Rochester.
G. H. Chandler, Marshfield.	W. E. R. Nye, Sagamore.
G. A. Cowen, Rock.	B. C. Shaw, Middleboro.
L. A. Crowell, East Dennis.	B. E. Shaw, South Carver.
C. A. Driscoll, Osterville.	Paul E. Thompson, Middleboro.
H. J. Franklin, East Wareham.	W. E. Trufant, Whitman.
H. L. Gibbs, West Wareham.	Carl B. Urann, Wareham.
R. S. Gibbs, South Carver.	M. L. Urann, South Hanson.
S. B. Gibbs, West Wareham.	T. T. Vaughan, Carver.
Harrison Goddard, Plymouth.	C. E. Weston, Middleboro.
H. S. Griffith, South Carver.	Frank F. Weston, Rock.
Colburn C. Wood, Plymouth.	

Executive Committee

G. R. Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, South Carver.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee

R. S. Gibbs, South Carver.	A. A. Thomas, Middleboro.
T. T. Vaughan, Carver.	

Picking Machine Committee.

E. D. Atwood, South Carver.	Z. H. Jenkins, West Barnstable.
H. R. Bailey, South Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
I. C. Hammond, Onset.	T. T. Vaughan, Carver.

Screening House Committee.

L. B. R. Barker, Bournedale.	R. S. Gibbs, South Carver.
A. D. Benson, Middleboro.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
L. A. Crowell, East Dennis.	Colburn C. Wood, Plymouth.

Bog Management Committee

G. A. Cowen, Rock.	I. C. Hammond, Onset.
T. T. Vaughan, Carver.	

Directors of American Cranberry Exchange

L. B. R. Barker, Bournedale.	Z. H. Jenkins, West Barnstable.
G. R. Briggs, Plymouth.	J. C. Makepeace, Wareham.
R. S. Gibbs, South Carver.	M. L. Urann, South Hanson.

REPORT OF THE ANNUAL MEETING

The twenty-fourth Annual Meeting of the New England Cranberry Sales Company was held in the Town Hall at Carver, Mass., on Tuesday, April 14, 1931, being called to order by the President at 10:50 A. M.

Upon motion duly made and seconded it was voted that the reading of the call and the records of the last meeting be waived.

The President read his address, following which the Treasurer's Report was read and placed on file as was the Auditors' Report.

Mr. Henry S. Griffith made report, based on his investigations, of the general size and keeping quality of the fruit during 1930.

The Manager made report of the activities of the several committees during the past season.

Following these reports it was duly voted to proceed to the election of Directors, Clerk and Treasurer, and to make nominations for the Directors of the American Cranberry Exchange.

By appointment of the Directors, Mr. Chester E. Weston acted as the Chairman of Tellers and the polls were declared open at 11.30 A. M. When it had been ascertained that all had voted who wished to do so, the polls were declared closed at 12.00 o'clock.

Article V of the call was then considered.

It was unanimously voted that sub-paragraph "E" of Section 6, Article VIII of the By-Laws be amended to read as follows:

"To borrow money and issue therefor the note or notes of the Company in such denominations under such terms and conditions and carrying such security as they shall determine, which note or notes shall be signed by the President, Treasurer, or Assistant Treasurer, or in their absence or inability by such other officers as the Directors may appoint. Notes issued to

banks for loans made for the purpose of making partial payments to members on account of shipments delivered for sale, shall be paid in full before the balance of the amount due members for such shipments shall be paid."

It was duly voted that sub-paragraph "O" of Section 6, Article VIII of the By-Laws be amended to read as follows:

"To fix the conditions, if any, under which a member may deliver and sell berries in any other way than through the Company."

It was unanimously voted that Section 2 of Article XV of the By-Laws be amended by substituting the word "sold" for the word "handled" wherever it occurs.

It was also unanimously voted that Article XVII of the By-Laws be amended to read as follows:

"Each member, until he ceases to be such, agrees not to place or cause to be placed any mortgage or lien of any nature on his crops without first notifying the Company in writing, and in general agrees to deliver and ship his entire cranberry crop under the Rules and Regulations of the Company."

Voted to adjourn for lunch at 12.15 P. M. and the meeting reconvened at 1.50 P. M.

Upon reconvening, Mr. A. U. Chaney, General Manager of the American Cranberry Exchange was called upon to make report for the Sales Agents. His report was illustrated by lantern slides which compared the shipments of cranberries during 1930 with other yearly shipments, the money obtained for each of these crops, and other interesting information regarding the industry.

Mr. C. M. Chaney, Assistant General Manager of the Exchange read a paper regarding the increased use and popularity of the quarter barrel box quoting figures showing the percentage of the crop shipped in this style package.

Mr. Sterling of the Advertising Agency was introduced and spoke regarding the advertising campaign for "Eatmor" cranberries for the coming year. Mr. Sterling was followed by

John C. Makepeace, Chairman of the Advertising Committee who spoke briefly regarding advertising expenditures during the past year mentioning that practically the same balance carried from the 1929 season was being carried over to the season of 1931. Mr. Makepeace complimented the Sales Agents very highly in the successful handling of the difficult situations of the 1930 season.

Mr. C. S. McKinstry of the Advertising Agency told in a few words of the channels used for advertising during the past season.

It was voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of 50c per barrel on the cranberries marketed from the 1931 crop; the proceeds to be expended for advertising or other special purposes relating thereto, but for no other purpose.

Voted that all the reports and addresses made at the meeting be printed in pamphlet form and that a copy be sent to each member of the Company.

The meeting adjourned at 3.30 P. M.

A. D. BENSON, Clerk.

PRESIDENT'S ADDRESS

Another successful season has been added to the record of our co-operative organizations. It was a season more trying than usual for our managers and selling agents, but our system of shipping and marketing proved flexible to meet extreme tests in emergencies and gave evidence that it is sound fundamentally.

The extraordinary weather conditions of the growing and marketing season were favorable for harvesting, successfully, a crop of sound fruit, but they complicated the problem of orderly marketing,—reducing, materially, the periods of active demand for cranberries.

While the problems that confronted our organizations were not new in kind they were beyond our experience in extent and demanded unusual patience and efficiency by shippers and exceptional responsiveness to marketing conditions by our agents.

The capacity of the American Cranberry Exchange to meet emergencies was illustrated by its solution of a problem which arose at the end of November in 1929 and again at the same time in 1930. In each year this was the time of greatest anxiety for our selling agents,—the crucial point of our marketing season. There was strong sales resistance and an alarming lack of orders for Howes at the time when packing and shipping of late berries should be at its height.

The comprehensive knowledge of conditions which is available to our agents through their wide acquaintance with jobbers and dealers and the investigations of our service organization convinced our managers in the former year that there was sure to be a sufficient, imminent demand to absorb the balance of the crop at current prices. Therefore they held prices firmly and their confidence was soon justified by ample orders. In 1930 the problem was intensified by the fact that we had a much larger quantity of berries on hand. It seemed certain that these could not be sold at the prevailing prices for Howes in the short time that was left for the holiday trade, and our

experience shows that there is a great reduction in sales after January first. Consequently lower prices were inevitable, eventually. Ordinarily under such circumstances reduced prices result gradually through pressure to sell by competing shippers, causing weakening markets, dubious values, and timorous buying by dealers. It is better, by far, to secure a keen demand and stability of values by meeting such dangerous conditions by a readjustment of prices to conform to existing circumstances than to allow them to sag to indefinite levels. But only a strong organization with the experience and prestige to establish its authority with its customers and the trade, generally, can do this efficiently and safely.

There are occasions when the seller can afford to let a competitor take the business of his customers, temporarily, but on others it is dangerous to do so and it is important to conform to conditions and to forestall competition. The Exchange occupies such a commanding position that it can take the latter course when it seems advisable to do so. This it did in the season just passed, bringing it to a brilliant and timely close.

We may take satisfaction in the fact that by co-operation we succeeded in selling our crop profitably and while serving our own interests prevented a collapse of values which would probably have followed a less aggressive course. This has increased the prestige of the Exchange with "the trade" and its effectiveness in protecting all cranberry growers from the vicissitudes that are incident to unrestrained competition.

The coming season will be the twenty-fifth of the Exchange and its affiliated co-operative organizations. Let us make it notable in accomplishment. While we regret that many growers who could be of great assistance in strengthening our efficiency in distributing the crop successfully by reducing the risks of injudicious competitive shipments,—growers whose counsel and reputation as packers we would appreciate fully,—continue to remain in a position where they cannot avoid impairing the efficiency of the Exchange, we rejoice in the fact that our membership is growing and that the increased efficiency of our

organizations is being more generally recognized. Under the present economic conditions there is especial need for a fuller co-ordination of effort, which only more general co-operation can accomplish.

Each year, also, adds to the efficiency and usefulness of our packing houses, through improved equipment and greater storage facilities. This makes them more effective in meeting emergency demands, and more helpful to our members who wish to avoid or reduce their need to operate packing houses at their bogs.

In fairness to members who operate packing houses at their own expense the New England Cranberry Sales Company charges each lot of berries packed at a Company house the actual cost of labor and containers for that particular lot plus a definite charge per barrel,—or its equivalent quantity,—estimated to cover the total of all such expenses of operating the houses which may be classed as “overhead,” thus relieving every member who does not use the facilities of the Company houses from sharing in the cost of operating them. Improvements in equipment for conditioning berries for shipment, and increasing use of the houses by members, tend to reduce the “overhead” cost per barrel. We hope that it may soon be possible to make a reduction in this charge.

With so many growers of long standing as the Sales Company numbers among its membership death claims an annual toll. During the last year we have lost one of our most honored and trusted directors, whose judgment was sound and helpfully given at meetings which he was able to attend. George B. Allen was esteemed highly by his associates by whom his passing is deeply mourned. In the death of Charles C. Perkins we lost another loyal member. Having never served as a director he was not so well known to our membership, but he was esteemed by our manager and those who knew him.

In the early days of our co-operative organizations our members were often restless when asked to fit shipments to the plans of our managers rather than to their own convenience

but when they learned that the inherent value of a crop cannot be gained unless it is shipped in accordance with a comprehensive plan they co-operated effectively with the management. We have stated that our long record of successful accomplishment is proof that the plan of our co-operative associations is sound, but we must not forget that we have been most fortunate in our managers and agents whose duty it is to translate our plans into action. They have worked diligently, judged wisely, and co-ordinated their efforts in such friendly, helpful ways as to accomplish results which could have been impossible otherwise. Our thanks are due to one and all.

REPORT OF THE TREASURER AND MANAGER

Shipments made by the members of the New England Cranberry Sales Company during the season of 1930 amounted to practically the same quantity as those of the season of 1927, but due to conditions with which all of us are more or less familiar it was impossible to maintain the high price level of averages that were obtained in that season, and the net average price paid to members for all classes of berries shipped during this past season was \$10.13 per barrel basis as compared with \$11.43 paid in the season of 1927.

An analysis of the totals of the shipments shows that the quantities of the several varieties shipped compare favorably with our estimates on August 30th, i. e.—

	Blacks	Howes	Others	Total
Estimate	115,000	85,000	20,000	220,000
Shipped	109,168	85,754	18,858	213,880

Some portion of the reduction in the actual shipments of Blacks as compared with estimates can be ascribed to the effect of the dry weather upon the berries while maturing, and that the berries were smaller than usual is evidenced by the fact that in this last season we have shipped a quantity equal to over 8,000 barrels of Chanticleer brand as compared with 1,400 barrels in 1929, and also have shipped 2,230 barrels of Pie Berries in comparison with 1,162 barrels of that class of berry in that season.

The excessive and continued hot weather of late September and early October, which seriously affected consumption of our product, prevented the shipping of the usual quantity of Early Blacks during that period with the result that your local company had over 30,000 barrels of Early Blacks on hand on November 1st, this amount being 22,000 barrels more than in the season of 1929, and 16,000 barrels more than in the season of 1927.

By intensive efforts on the part of our Sales Agents and distribution through special channels, it became possible to dispose of this extraordinary quantity by the end of November and we were able to complete final payments on Blacks before the New Year.

I am also pleased to state that through careful packing and maintaining of standards the total quantity of shipments upon which complaints were received was less than in 1929, an equivalent of 4,971 barrels being involved out of shipments totalling 104,978 barrels of branded berries.

Because of the necessity of disposing of the large quantity of Early Blacks during November, the Odd Varieties were not moved as promptly as in other seasons, and 4,000 barrels of these berries were carried over beyond the allotted closing date of the shipment. The Directors considered it advisable to extend the shipment period rather than to make estimate of the quantity of the berries of those varieties, and the closing date of this General Shipment was set forward to December 20th; final statements of sales were made by the middle of January.

Conditions which no doubt will be explained to you by Mr. Chaney permitted us shipping only about 36,000 barrels of Howes in October and November as compared with our usual average shipments of 55,000 barrels for those two months. This left nearly 50,000 barrels of Howes on hand December 1st; a serious situation which was remedied by the reduction of the price level. The reaction of "The Trade" to this change was such that by December 15th we had shipped 80% of that quantity—or approximately 40,000 barrels—and the balance was shipped during the next three weeks thereby allowing us to close the shipment with only a slight delay and final payments were made before the end of January.

That the unusual weather conditions of the Summer of 1930 also affected the maturing and coloring of the Howes is shown by the fact that nearly 9,400 barrels of Turkey brand were shipped during this past season, in comparison with 3,765 barrels in 1929 (nearly three times as many) and we know that

of the complaints received on the Honker and Mistletoe brands a number of them were on account of the general light and uneven color of the berries. Reference to our records discloses the fact that there has been more Turkey brand shipped in the last two years than the total of all shipments of this grade in the previous fourteen years. Certainly this excessive quantity of Turkey brand had a detrimental effect on the market.

Though, from the above figures, it would appear that at least 12½% of the Howes were picked before they had reached the proper stage of maturity, I believe that this action was not generally intentional on the growers' part for a number of reports were received during the screening season that the earlier picked Howes were taking on more color in storage than those which had been left for later picking because of their light color. It is to be hoped that we have no recurrence of these conditions.

COMPANY PACKING HOUSES

This department of the Company's activities continues to be of invaluable assistance in the distribution of the crop and we were indeed fortunate in having such adequate facilities at the time when heavy shipments in early December were needed to fill orders on dates specified.

The output for this season has been as follows:

House	Halves	Quarters	Equal Barrels
Tremont	12,184	32,782	14,287½
No. Carver	5,332	16,387	6,762¾
Plymouth	4,934	22,781	8,162¼
W. Barnstable	2,546	11,324	4,104
	<hr/> 24,996	<hr/> 83,274	<hr/> 33,316

QUARTER BARREL BOXES

An interesting comparison between the past season and that of 1927 is the increase in the use of the quarter barrel box. This box was first used by members of this company in 1927 and one-third of the crop of that season was shipped in this style of container,—over 278,500 being used. During the past season nearly 584,000 of these packages were shipped, approximately 68% of our total shipments; twice the quantity used in 1927,—a crop of similar size.

FINANCIAL STATEMENT

As you have a copy of the financial report at hand, I will not take your time in reading the statement in detail. Our expenses compare favorably with those of the past three years, there being savings in several items. Because of the reduction in the average price obtained the total amount reserved for expenses is nearly \$10,000 less than was reserved in 1929, but I am pleased to report that we have a credit balance of approximately \$7,700.00.

REPORT OF COMMITTEES

As the Manager has served as Clerk of the various Committees during the past season, he respectfully submits the following report of their activities:

Screenhouses

Upon recommendation of the Screenhouse Committee the Directors authorized the erection of an open storage shed at Tremont. A cypress frame building 20 feet wide by 96 feet long enclosed with heavy wire fencing was erected at a cost of \$1,116.15.

An incubator to be used for the purpose of testing the keeping quality of berries was purchased in the early Fall, and installed at the Tremont House. It has been of material advantage in enabling us to select proper berries for long distance shipments, and we believe it will be of much more value during future seasons, as more complete tests can be made.

A tray elevator was installed at the Plymouth building which aids materially in the accommodation and efficiency of operations at that point.

A slight improvement was made in the screening facilities at West Barnstable, and arrangements for the cartage of berries from the Harwich section to the West Barnstable house was continued. A number of new members have been added in the Town of Barnstable, and as they have all become patrons of the Screenhouse, the Committee has deemed it advisable to make recommendation to the Directors for increased storage facilities at that point.

Bog Management

The scope of operations of this Committee has not extended beyond the two properties that have been under our charge during the past three seasons.

Purchase of Bogs

There has been no change in the conditions under which this Committee has been operating, and we have been unable to extend financial arrangements. Two memberships have been retained through services which this Committee has been able to render.

Box Committee

Cooperating with the National Association, and with the local Box Manufacturers, a revised set of specifications for cranberry boxes to be used by members of the Sales Company was issued on May 15, 1930, and agreements were entered into with twelve of the Box Manufacturers whereby the Sales Company furnished "Eatmor" trademark plates with the stipulation that they should be imprinted only upon boxes complying with these specifications.

Practically all of our growers have co-operated in using the one type of quarter barrel box specified, and a canvass of the manufacturers develops the fact that the establishment of a clearly defined standard has been of benefit to them.

It is the hope of the Committee that in the interest of uniformity all members of the Company may find it possible to arrange to purchase the standard box of the Company during the coming season.

The Committee renews its recommendation that all growers provide themselves with mechanical shakers and presses for the proper packing of boxes.

Exhibits

This Committee was appointed by the Directors at the last Annual Meeting for the purpose of co-operating with the various organizations interested in the Massachusetts Tercentenary Celebration.

Space was arranged in connection with the Exposition of the Associated Industries of Massachusetts at Mechanics Building, Boston, Mass., from September 29th to October 11th, and we co-operated with the State Department of Agriculture in an exhibit at the Commonwealth Armory during the same period.

Early in December a demonstration was made in co-operation with the State Department of Agriculture in Horticultural Hall in connection with the American Farm Bureau.

At each of these exhibits recipe folders and special pamphlets were distributed and display was made of various varieties of berries and articles of food made according to the recipe folder.

Considerable interest was evidenced in each of these displays, and it is believed by members of the Committee that many new friends have been gained for cranberries.

Your Treasurer and his Assistant appreciate the continued loyal support of the members in making the best possible disposal of the crops and are especially mindful of the hearty co-operation evidenced by the growers during the extended period of hot weather when it was necessary to withhold shipments, and the wonderful response to the demand for excessive shipments during the first two weeks of December. With this type of co-operation we may truly expect continued success.

TREASURER'S ACCOUNT FOR THE YEAR ENDING

MARCH 31, 1931

Receipts

Net amount reserved for expenses	\$45,128.88
Sale of merchandise	11.89
	<hr/> \$45,140.77

Disbursements

Interest and Discount	\$4,990.50
Postage	429.15
Light and Heat	259.77
Telephone and Telegraph	1,217.93
Express, Freight and Carting	95.16
Printing	315.85
Stationery and Office Expense	535.84
Salary Accounts	16,442.25
Treasurer's Expense Account	1,132.50
General Expense	992.85
Expense of Meetings	390.30
Labels	3,190.80
Insurance	453.63
Taxes	272.80
Exhibits	1,469.26
Inspectors' Salaries and Expenses	3,280.25
Trademarks	185.44
Automobile Account	812.44
Screenhouse Equipment, Depreciation, Etc.	572.20
Office Equipment, Depreciation, Etc.	400.29
	<hr/> \$37,439.21
Balance over Expenses	<hr/> \$7,701.56

Summary of Cranberry Account

Paid Growers during fiscal year	1929 Account \$ 225.10
	1930 Account \$2,167,068.09
Advertising Assessments	1930 Account \$ 106,028.02

Shipments	Bbls.	Half Bbl. Boxes	Quarter Bbl. Boxes	Crts.	Equal Bbls.
Early Blacks	109	61,278	313,608	55	109,168
Late Howes		70,352	202,312		85,754
Odd Varieties		4,037	67,758		18,958
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	109	135,667	583,678	55	213,880

AUDITORS' REPORT

Statement of condition as shown by the books of the New England Cranberry Sales Company for the fiscal year ending March 31, 1931.

Assets		Liabilities	
Real Estate & Buildings	\$75,850.00	Membership Fund	\$2,720.00
Equipment at Office	4,750.00	Operating Fund	85,803.21
Equipment at Screenhouses	8,250.00	Balance Expense Reserve	7,701.56
Supplies at Screenhouses	12,324.72	Notes Payable	50,000.00
Picking Machine	2,500.00	Bog Loans-Discounted	5,500.00
Automobile & Trucks	1,200.00		
Amer. Cran. Exch. Loan	13,475.00		
Notes Receivable	28,385.68		
Accounts Receivable	2,249.61		
Merchandise	25.75		
Trademarks	1.00		
Cash on Hand	2,713.01		
	<hr/>		<hr/>
	\$151,724.77		\$151,724.77

We submit this statement after examination and verification of all balances including those shown on the Treasurer's Report of Receipts and Disbursements. The items of Real Estate, Equipment, Supplies and Machinery are listed in accordance with the appraisal of the Directors.

To the best of our knowledge and belief the accounts are correct.

Respectfully submitted:

R. S. GIBBS

A. A. THOMAS

T. T. VAUGHAN

Auditing Committee.

REPORT OF HENRY S. GRIFFITH

Not being a member of the Board of Inspectors I am basing my story on the records of the office, the inspection reports of Homer L. Gibbs, supplemented by a few investigations on my own account.

Size of the Fruit

My calculations are made on counts taken in the territory heretofore covered by myself, and I find the size of the Blacks slightly below, and the size of the Howes very near, a ten year average. The Blacks compare with size in the years 1918 and 1926, while they were considerably larger than in the years 1919 and 1923. For the season of 1930 the count places the Blacks at 18% large, 52% average and 30% small; and the Howes at 49% large, 26% average and 25% small. Thirty cars and some smaller lots of Chanticleers were shipped;—I cannot say how this compares with other seasons.

Keeping Qualities

In this important field we pass a season with no striking features unless I may stress the encouraging signs. Early incubator tests developed no rot that gave any uneasiness and the marketing opened with a feeling of confidence. On October 15 I was told by two growers that the Blacks were decaying very fast and that if they were not handled promptly there would be none to ship. Startled by this report I went to Tremont packing house and with Mr. Morse examined every lot of the variety stored there with one exception, but we failed to find a solitary lot that had developed rot. The first lot taken to the house was still there and this was carefully examined with no rot in sight. The lot was shipped in the last days of October when it was found in excellent condition. In the process of packing a car in early September one box in excess of the number called for by the order was packed and this box, after removing the head, was placed in storage with the unscreened stock.

and a month later I held the opinion that if the head had been replaced and the box shipped it would have been accepted by the average receiver. All this goes to indicate that the fruit must have been comparatively sound. I cannot say that any storage tests were made, but the marketing experiences of the season give a fairly good confirmation of the incubator tests.

Analyzing the story of the compromised shipments supplies the proof. I find there were 26 complaints filed against the Blacks that were submitted to the directors as compared with 29 the next previous year, and a five year average of 34. But 22 complaints against Howes were considered by the directors. There were so many counts in the indictments that it is hard to say what percentage of the troubles can justly be charged to rot. Lack of color, especially among the Turkey shipments, was a factor, and when we consider the irregular size of the fruit, and the notional psychology of the trade, it is really remarkable that we had so few complaints. I note that one-half of the complaints against both Blacks and Howes were on shipments made to District No. 6 comprising the States of Wisconsin, Illinois, Minnesota, Iowa and Missouri. This can undoubtedly be explained, but it is significant that one-half of the complaints were on shipments to the cities of Boston, New York, Philadelphia and Chicago. I think it is generally known that when a lot is packed without orders during a lull in the demand, or when a lot is reported of a questionable keeping quality, they are forwarded to one of these large centers. Under such circumstances we may wonder how we escape with so few complaints. And right here I will drop a seed with a hope and a prayer that it will germinate sometime and bear fruit. Why not shorten the trial docket of the directors by selling such lots to the canners?

I beg to say a word on incubator tests as a means of learning more about the keeping qualities of a maturing crop. And as a basis of my remarks I quote from a conservative pathologist, Dr. Stevens:

"Since the work was begun five forecasts have been made and the subsequent behaviour of the crops observed. All but one of the forecasts proved to be correct, and the remaining one was right for one of the major varieties but wrong for the other. This is considered a better average than could have reasonably been expected in so new a field. Considering the complexity of the problem and our very limited knowledge of some of the factors involved, it is doubtful if so high an average can be maintained in the future."

We can now say that another forecast has been added making six in all. But placing the case in a different form I should say we have made twelve forecasts, and that the verdict now is eleven to one in favor of the incubator. Still I do not wish to say a word that will mislead in either direction. I would not say a word that would either modify the warning given by Dr. Stevens, or lead anyone to assume that we are engaged in a hopeless task. But an expression of faith is always proper. We are bound to meet with obstacles; if our course had been plain this problem would have been solved years ago. It is conceded that to know the keeping qualities of a crop we are about to harvest is of vital consequence; then we must not surrender to obstacles. This has been a world experience; the history of progress is a story of wars against perplexities. We are bound to face cases that seemingly contradict our premises. Sometime we may meet such a season as 1914 or 1919 and then we may see a test on our testing. Such an opportunity will be extremely interesting, and if we can emerge from such a season, wounded perhaps, but with a better knowledge of the obstacles that perplex us, we can count on a firmer faith on the principle on which we are working and a firmer resolve to conquer the unknown factors.

Marketing

During the season of 1930, for the first time since this company was organized, I breathed the air of the outsider and I can testify to the truth that it was an atmosphere charged with

doubts and fears. The growers in general struck a pessimistic attitude which they held to near the end of the season. That the sales would be slow and wavering was accepted as a matter of course and they were always ready to pack. Our own packers held this same gloomy view; many times I heard the question raised as to whether it would be possible to dispose of the total crop. This condition was charged against the prevailing pessimism, and particularly to the industrial depression and the slow and unsatisfactory returns of other fruits and produce, and as far as I heard there was no inclination to criticise the selling agencies.

With such a background I proceeded with more than the usual interest to compile the story of the season's shipments, and with such results that I reviewed my calculations to convince myself that I had made no mistake. In calculating the sales by the month I wish it understood that I followed the calendar months as nearly as possible without splitting the sub-divisions.

Sale of Blacks by the month compared with the season of 1929:

1930	Sept.	.50%	1929	.60%
	Oct.	.36%		.32%
	Nov.	.14%		.08%

Sales of odd varieties by the month compared with sales in 1929:

1930	Sept.	.045	1929	.04
	Oct.	.009		.05
	Nov.	.736		.82
	Dec.	.210		.09

Sales of Howes by the month compared with the season of 1929:

1930	Oct.	.23	1929	.05
	Nov.	.20		.55
	Dec.	.57		.40

Total crop sales compared with the season of 1929:

1930	Sept.	.26	1929	.29
	Oct.	.28		.19
	Nov.	.21		.34
	Dec.	.25		.18

(A few barrels were held over to January.)

The last table presents interesting facts. We are impressed by the even sales distributed through the four months. In the season of 1929 the sales were heavy in Sept., light in Oct., heavy in Nov. and light in Dec., while in the season of 1930 they were strikingly similar for each month, none dropping below 20 or exceeding 30 per cent. But the most impressive thought comes when we note the percentage of sales up to November. In view of the gloom that seized the growers in the early days of that month it is interesting to note that up to that date the sales were six per cent ahead of the sales to that point on the next previous year. Still we cannot say that the fears of the growers were groundless for at that time the demand was dead—a fact that is reflected in the table where the sales for the month were 13 per cent below the sales for that month in the next previous year, and doubtless a good share of the sales were made in the latter days of the month. This flop and rally will doubtless be a part of the report of the selling agent today, but I may be permitted to say that it adds another stripe to the sleeve of A. U. Chaney. We have been told by military critics that it calls for a greater General to lead a successful retreat than it does to lead an advance, and Mr. Chaney earned his laurels in conducting a retreat without losing a man. As far as I have heard the members of this company approved the retreat, and they were so busy emptying their store houses that they forgot their earlier discouragements.

The moral of the season's successful marketing is but cumulative evidence of a self evident truth. A quarter century of repeated successes has convinced our growers of the ability of the American Cranberry Exchange to market the crops to the best interests of the growers under any circumstances that may

face us, but why this is denied by others is a problem for the psychologists. At this time I cannot be wicked enough to fan the embers of pessimism but I believe it wise to make the suggestion that we face another season that will call for the genius of the Exchange. I cannot see how economic conditions can improve, but whatever the circumstances may be cranberry growers can safely leave their interests in hands that have given abundant evidence of their ability to meet the trust.

REPORT ON INCREASED USE OF QUARTER-BARREL BOXES

By C. M. Chaney

Popularity and the use of the quarter-barrel box showed considerable increase, notwithstanding the lower prices on cranberries ruling last season.

The following is the percentage of the New England Crop that was sold in quarter-barrel boxes last season:

In New York market	99.25%
In Chicago market	81.3%
In all other markets combined	55.4%

or 68.1% of your crop was sold last year in the quarter-barrel boxes, against 57.5% in 1929, or a gain of 10.6%.

Our total New Jersey sales in quarter-barrel boxes were 50.1% against 34.3% in 1929, showing a gain of 16%.

Wisconsin sales were 33.7% in 1930 against 25.7% in 1929, showing a gain of 8%.

Total sales in all three states combined were 60.5% against 49.5% in 1929, or a gain of 11%.

As to whether or not we obtain the premium for the quarter-barrel boxes, I will say that on our F. O. B. sales in all past seasons we have endeavored to do so and we have obtained the premium even in this last season in 90% of the cases. Of course, on sales that are made through our New York store it is a hard matter, in fact impossible, to check the exact quantity of premiums we do obtain but I feel safe in saying that in New York particularly we get considerably more than the usual premium for quarter-barrel boxes. We have at times found it necessary to transfer from the halves to the quarters in order to avoid selling the half barrel box at a discount of as much as 50c a box. The same is true to a lesser extent in Chicago.

In my opinion, the quarter-barrel box has gone far beyond the experimental stage and its popularity fully justifies now considering it as the standard package for cranberries, and

owing to the inconvenience of packing and loading two styles of packages, I hope and believe that the time is not far distant when we will use only the quarter barrel box.

In this connection, there is one feature of the container question I feel should again be brought to your attention and that is the high powered salesmanship campaign being conducted by the paper container manufacturing companies. I have no particular prejudice against these people and realize they have a perfect right to compete for the business so long as their campaign is properly conducted. So far, however, they have been unable to show us a box made of paper of the present size packages, that is, half and quarter barrel boxes, that we think is practical. Realizing this, they are now and have been for the past year putting forth their efforts principally in trying to convince us, many of our customers, and some of our growers, that cranberries should be packed in smaller containers, such as ten pound and even two and one pound packages. Naturally they are more interested in finding increased uses for paper than helping the cranberry industry, and the smaller the package the more paper will be used.

They worked all of the principal chain store companies in New York very hard last season, and through one of the larger units practically forced us to accept an order for one car, packed in 10 lb. pasteboard cartons. It was not what we considered a practical or a proper package for cranberries; in fact it was not even an attractive looking package from the outside—neither were the berries in good condition after they had been in the retail store for a while.

These particular customers acknowledged it was probably not a practical package, and felt it could be improved upon, but they still have in mind a smaller package for a small percentage of their supplies at the beginning and the end of the season. The paper people will continue to work upon them and no doubt will also approach some of you growers direct and tell you how far behind the times we are in wanting to stick to our present package, but I would suggest you give the matter con-

siderable thought before offering them any encouragement.

I do not believe the small quantity of cranberries that would be used in the smaller packages at the beginning and end of the season justifies the extra expense and inconvenience we would be put to. Furthermore, I am afraid it might be the beginning of no end of trouble and extra expense. How do we know that they would not soon demand we pack private brands and in as many different size packages as there are different opinions of buyers?

I could go more into detail as to why we are not in favor of reducing the size of our containers from the quarter barrel unit and why we are in favor of sticking to the wooden box. I think most of you have heard my arguments on this subject so many times that repetition at this time is unnecessary. If, however, there are any of you who are not in agreement or in sympathy with my ideas on this particular subject, and would like further explanation as to why we are not in favor of introducing another style or another size package, I will be glad to endeavor to answer any questions that you may care to ask on this particular subject.

REMARKS BY EDWARD M. STERLING

A couple of weeks ago I was talking to a well-known economist, Gordon C. Corbely, and this man dropped one remark which strikes me as worthy of being passed on to you. He said, "Confidence is now returning, and confidence is the belief that we know what we are doing."

"Confidence is the belief that we know what we are doing."

During the past two months I have seen the confidential sales figures for 1930 of a number of manufacturers of food-stuffs. I have compared these figures with 1929. The foods in question comprised cereals, syrups, coffee, chocolate, mayonnaise, butter, macaroni, desserts, salmon, pineapple, nuts, biscuits, cake and flour. With few exceptions they tell the same story, of curtailed consumption in every market in spite of lower prices and every imaginable sales inducement to buy.

To look at the cranberry figures after these others is comparable to going out of a dark, damp cellar into the warmth of a bright sunny day.

The great difference between the cranberry situation during the past year and the situation with other foodstuffs is that with cranberries we know what we are doing and to some extent we control what we do. With other commodities there has been little control and so the managements cannot know what they are doing.

In the market for coffee, for instance, we have seen retail prices cut nearly in half during the course of a year, to the point where there is little profit in the business from any angle. Added to this is the dumping of unlimited supplies of raw coffee with no stabilizing influence upon prices. Of course, manufacturers have no confidence to make commitments for new stocks. Of course they cannot know what they are doing.

The most successful coffee selling from a profit standpoint under these conditions is that being done in local markets. In such cases it is possible to manufacture pretty close to the local demand and service the markets without over-stocking. At the

same time prices can be fluctuated to fit competitive conditions in that market because of close scrutiny of these local markets it is possible for such manufacturers to know what they are doing.

There is one thing we know and that is that just because of the restrained buying habits of the public during the past eighteen months people are not going to forget their old friends. A good manufactured item which is trade-marked is weathering the storm better than the unknown brand. Especially since the manufacturers of these nationally known branded foodstuffs are being sensible enough to see that price trends must be in line with reduced costs and possibly reduced buying power.

I like to look at the consistent work over the years of the California Fruit Growers Association, which has consistently educated consumers as to the value of oranges. The sales of the Association increased last year. The price of oranges came down too, in about the same proportion as the price of cranberries, but it did not come down to anywhere near the proportion of the general trend of farm product prices.

Of course we know that the prices of farm products at local farm markets as reported by the Department of Agriculture on February 15th were the lowest in the past twenty years. The Agricultural Index stood at 90, which is 4.1 points lower than a year ago, and 4 points below the preceding months.

The great thing about the work of the California Fruit Growers Association is shown in the increase in the per capita consumption of oranges in this country from 32 in 1908 to 55 in 1929.

Returning to the point of knowing what we are doing brings me to the setting up of the sales promotion and advertising campaign for Eatmor Cranberries for the coming year. More than ever we see the value of elasticity in our planning. We have a product which is manufactured under the fluctuating laws of nature. We cannot say in April how big a crop will come to market. In order to know what we are doing we take account of the crop situation from time to time. We have experts re-

porting to headquarters, and long before the consumer ever thinks of cranberries on the table we are planning a far-flung campaign which will bring the very finest fruit into the market under the very best conditions.

Just as this initial planning based upon conditions in the grower's field is necessary, so also is it necessary to plan from week to week our campaign in the markets after the cranberries are ready for distribution.

Many food commodities running into comparable volume with the yearly crop of Eatmor Cranberries are placed on the market from one end of the nation to the other through brokers, and the local market conditions are then left to take their course, with the result that at the end of a given selling season the grocer is carrying the load. The Cranberry Association uses the most modern sales management methods of keeping thoroughly informed on local market conditions and never quitting any one market, always backing the goods in that market with local newspaper advertising. As a result of these up-to-date methods of handling the crop dealers' stocks are cleaned up even before the annual cranberry eating season is over.

As an advertising man who has spent a number of years in presenting food items to the public, I for one am thankful for a feature in the cranberry business which might be considered a limitation: that is, the comparatively short season for fresh cranberries on the table, and also for the nature-given flavor of the fruit, which seems just naturally to go with eating habits during that season.

All of which makes it easier to know where we are going when we write the copy which appears in the advertisements for Eatmor Cranberries.

REPORT
OF THE
Twenty-fifth Annual Meeting
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.

For the year ending

March 31, 1932

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT
OF THE
ANNUAL MEETING

APRIL 12, 1932

List of Officers for 1932-1933

H. L. THATCHER & CO.
MIDDLEBORO, MASS.
1932

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1932

President

J. C. MAKEPEACE, Wareham.

First Vice-President

L. B. R. BARKER, Bournedale.

Second Vice-President

R. S. GIBBS, South Carver.

Manager, Treasurer, and Clerk

A. D. BENSON, Middleboro.

Assistant Treasurer

SUE A. PITMAN, Middleboro.

Directors

R. Harold Allen, Taunton.	H. S. Griffith, South Carver.
E. D. Atwood, South Carver.	I. C. Hammond, Onset.
H. R. Bailey, South Carver.	John G. Howes, Middleboro.
L. B. R. Barker, Bournedale.	C. D. Howland, Plymouth.
George Briggs, Plymouth.	Z. H. Jenkins, W. Barnstable.
A. E. Bullock, Taunton.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	W. F. Makepeace, W. Barnstable.
G. H. Chandler, Marshfield.	W. E. R. Nye, Sagamore.
G. A. Cowen, Rock.	B. C. Shaw, Middleboro.
L. A. Crowell, East Dennis.	B. E. Shaw, South Carver.
C. A. Driscoll, Osterville.	Paul E. Thompson, Middleboro.
H. J. Franklin, East Wareham.	W. E. Trufant, Whitman.
H. L. Gibbs, West Wareham.	Carl B. Urann, Wareham.
R. S. Gibbs, South Carver.	M. L. Urann, South Hanson.
S. B. Gibbs, West Wareham.	T. T. Vaughan, Carver.
Harrison Goddard, Plymouth.	Frank F. Weston, Rock.
Colburn C. Wood, Plymouth.	

Executive Committee

E. D. Atwood, South Carver.	Z. H. Jenkins, W. Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, South Carver.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee

R. S. Gibbs, South Carver.	A. A. Thomas, Middleboro.
T. T. Vaughan, Carver.	

Picking Machine Committee

E. D. Atwood, South Carver.	Z. H. Jenkins, West Barnstable.
H. R. Bailey, South Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
I. C. Hammond, Onset.	T. T. Vaughan, Carver.

Screening House Committee

L. B. R. Barker, Bournedale.	R. S. Gibbs, South Carver.
A. D. Benson, Middleboro.	Z. H. Jenkins, West Barnstable.
L. A. Crowell, East Dennis.	J. C. Makepeace, Wareham.
Colburn C. Wood, Plymouth.	

Bog Management Committee

G. A. Cowen, Rock.	I. C. Hammond, Onset.
T. T. Vaughan, Carver.	

Directors of American Cranberry Exchange

E. D. Atwood, South Carver.	Z. H. Jenkins, West Barnstable.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
R. S. Gibbs, South Carver.	M. L. Urann, South Hanson.

REPORT OF THE ANNUAL MEETING

The twenty-fifth Annual Meeting of the New England Cranberry Sales Company was held in the Town Hall, Carver, Mass., on Tuesday, April 12, 1932, being called to order by President Makepeace at 10.50 A. M.

The call for this meeting and the records of the previous meeting were read by the Clerk. Upon motion duly made and seconded it was voted to approve the records as read.

After opening remarks by the President, the Treasurer's report was read and it was moved by Mr. Thompson, seconded and unanimously voted that this report and the Auditor's report as printed, be accepted and placed on file.

Henry S. Griffith read a very interesting paper which dealt with the general size and keeping quality of the fruit during 1931.

Article 5 of the call was then taken up and after a brief explanation by the President, it was duly moved by Mr. Trufant seconded and voted to amend Section 5 of Article V of the By-Laws by striking out the words, "second Tuesday," and inserting in their stead the words "third Thursday," so that the first paragraph of said Section 5 of Article V, as amended, shall read:

Section 5. The annual meeting of the Company shall be held at its principal office on the third Thursday in April of each year at 10.30 o'clock in the forenoon, or at such hour or place within the Commonwealth as the Directors may cause to be specified in the notice of the meeting, given as provided in Section 8 of this Article. In case the Directors neglect to specify the hour and place, the Clerk may designate the hour and place in such notice, but in such case said meeting shall not be held outside of said Middleborough.

Article 6 of the call was then taken up for consideration, discussion and action.

The President stated that a committee appointed pursuant to a vote of the Board of Directors to consider the best method for

the operation of a Reserve Fund had recommended the enlargement of the Operating Fund by the amendment of Article XV of the By-laws of this Company, and explained the plan of operation as recommended, whereupon, upon motion duly made by Paul E. Thompson and seconded by W. E. R. Nye and by the affirmative vote of all the members present or represented at the meeting, the following preamble and vote were adopted:

WHEREAS, the Operating Fund, established by Article XV of the By-laws of this Company, on March 31, 1932 amounted to \$88,739.28, all of which fund has been invested in real estate, screenhouses, equipment, etc., and

WHEREAS, it is desirable to increase the amount of said Operating Fund to provide working capital and to avoid, in so far as is possible, the necessity of making bank loans for the financing of current operating expenses, and

WHEREAS, the Company has in the past returned to the members thereof the amount by which the percentage of gross sales retained under Article VIII of the by-laws exceeds the actual cost of doing business, and

WHEREAS, for the purpose of building up said Operating Fund to provide liquid funds to defray current operating expenses, it is for the best interests of the company and its members that the excess of the percentage of gross sales retained under Article VIII of the By-laws over the cost of doing business be retained by the company in its Operating Fund as a loan from the members.

NOW THEREFORE, the By-laws of this Company be and they hereby are amended by striking out Section 3 of Article XV thereof, and inserting in lieu thereof the following three new sections:

Section 3. Beginning with the fiscal year ended March 31, 1932 and in each year thereafter, each member shall loan to the Company, as of the last day of its fiscal year, an amount equal to such member's interest in the amount by which the percentage of the proceeds

of sales retained in such year pursuant to paragraph K of Section 6 of Article VIII of these By-laws exceeds the cost of doing business in such fiscal year as determined by the Board of Directors. The funds so loaned to the Company in each such year shall be credited to the Operating Fund and shall be repaid without interest ten years thereafter.

The express purpose of this Section 3 is to make available liquid funds for the payment of current operating expenses, and only such portion of the funds loaned to the Company pursuant to this Section 3 shall be otherwise used or invested as a majority in number of the Board of Directors, may at a meeting duly called and held, from time to time authorize.

Section 4. In case of the dissolution or liquidation of the Company or any marshalling of its assets for the payment of its creditors, payment of loans made to the Company by the members thereof under and pursuant to this Article XV of these By-laws shall be subordinated and deferred to the payment of indebtedness of the Company having a maturity of not more than one year from the date thereof (including demand notes and notes having a maturity of not more than one year from the date thereof though given in renewal of prior indebtedness).

Section 5. The Treasurer shall issue to each member of the Company as soon as may be after the close of each fiscal year a statement, in such form as the Board of Directors shall approve, setting forth the then indebtedness of the Company to such member.

Voted to proceed to the election by ballot of a Board of thirty-three Directors, a Clerk, and a Treasurer, and to make nominations for the Directors of the American Cranberry Exchange.

The polls were declared open at 12.05 P. M. and closed at 12.30 P. M., all members having voted who wished to do so.

A recess was taken at this time for lunch and the meeting reconvened at 1.40 P. M.

A. U. Chaney, General Manager of the American Cranberry Exchange, made report for the Sales Agents which was illustrated by lantern slides, comparing shipments of cranberries during 1931 with other yearly shipments, and gave other interesting information regarding the season's business.

C. M. Chaney, Assistant General Manager of the Exchange, spoke briefly regarding the unusual effort required to make sales of cranberries during the past season, which was occasioned by the sales resistance offered by customers being unwilling to purchase supplies in advance of their needs.

Mr. Hildebrant of the Gotham Advertising Agency was introduced to the members at this time and spoke briefly regarding advertising matters in connection with results obtained for cranberries during the past season.

Benjamin H. Porter made a few remarks in relation to conditions in the New York market during the past season and predicted that the satisfactory ending of this season would help the sale of cranberries in that market next Fall.

Russell Makepeace, who served the Exchange as an adjuster during the past season, told of some of his experiences and urged the members to be most careful in the packing of fruit in similar seasons because of the critical attitude taken by the dealers.

It was moved by Mr. Carleton, seconded by Mr. Trufant, and unanimously voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of 50c per barrel on the cranberries marketed from the 1932 crop, the proceeds to be expended for advertising or other special purposes related thereto, but for no other purpose.

Voted that all the reports and addresses made at the meeting be printed in pamphlet form and a copy be sent to each member of the Company.

Moved by Mr. Nye, seconded and voted that the Chair appoint a committee to be composed of one or more members in each town or district to interview non-members in an endeavor to obtain a larger membership for this association. The President appointed the following persons to serve in the various localities,—

Marshfield,	G. H. Chandler	Middleboro,	John G. Howes
Hanson,	O. L. Gurney	Wareham,	G. M. Besse
Kingston,	Geo. E. Short		B. C. Savary
			C. B. Urann
Plympton,	P. E. Thompson	Lakeville,	N. F. Washburn
	H. F. Whiting		
Plymouth,	Harrison Goddard	Taunton,	R. Harold Allen
	C. D. Howland	Assonet,	A. E. Bullock
	Colburn C. Wood	Barnstable	John F. Carleton
Carver,	Ellis D. Atwood	County,	Louis A. Crowell
	A. L. Chandler		Wm. Crowell
	R. S. Gibbs		C. A. Driscoll
	Robert Hill		John H. Freeman
	John Johnson		C. C. Hallett
	B. E. Shaw		Victor Leeman
	A. H. Wade		W. E. R. Nye

At this time the Clerk made report for the tellers giving results of election as follows,—

Directors: R. Harold Allen, E. D. Atwood, H. R. Bailey, L. B. R. Barker, George Briggs, A. E. Bullock, J. F. Carleton, G. H. Chandler, G. A. Cowen, L. A. Crowell, C. A. Driscoll, H. J. Franklin, H. L. Gibbs, R. S. Gibbs, S. B. Gibbs, Harrison Goddard, H. S. Griffith, I. C. Hammond, John G. Howes, C. D. Howland, Z. H. Jenkins, J. C. Makepeace, W. F. Makepeace, W. E. R. Nye, B. C. Shaw, B. E. Shaw, Paul E. Thompson, W. E. Trufant, Carl B. Urann, M. L. Urann, T. T. Vaughan, Frank F. Weston, Colburn C. Wood.

Clerk A. D. Benson *Treasurer* A. D. Benson

Nominations for the Directors of the American Cranberry Exchange: E. D. Atwood, L. B. R. Barker, R. S. Gibbs, Z. H. Jenkins, J. C. Makepeace, M. L. Urann.

In recognition of the fact that this meeting was the twenty-fifth Annual Meeting, the President requested those persons to stand who had attended the first meeting of the members held at Cushing's Hall, Middleboro, on March 27, 1907. The following members responded,—L. B. R. Barker, J. F. Carleton, S. B. Gibbs, H. S. Griffith, Ernest Hathaway, Z. H. Jenkins, W. E. R. Nye, B. C. Shaw, T. T. Vaughan, Colburn C. Wood,—and it was noted that George H. Chandler, who was one of the original Directors of the Company and had been at that meeting, was not present at this time because of illness. It was voted that the Clerk extended the sympathy and best wishes of the meeting to him for a speedy recovery.

The meeting adjourned at 3.30 P. M.

A. D. BENSON, Clerk.

REPORT OF TREASURER AND MANAGER

The total of the shipments made by the members of the New England Cranberry Sales Company in the twenty-fifth year of its operation proves to have been the largest quantity in the history of the organization and amounts to practically three times as large a quantity as was marketed for the one hundred and seventy-eight growers making up the membership in the first season of its existence,—1907.

The total of net payments made to our present membership of two hundred and seventy-eight growers for the sales of the 1931 crop of cranberries has amounted to nearly \$1,400,000.00. This amount was paid on account of shipment of approximately 251,000 barrels, resulting in a net average of \$5.50 per barrel basis for all classes of berries, after all items of sales and advertising expenses have been deducted. This average price is practically fifty-five cents per barrel below the results obtained in the season of 1926, when there was marketed through this Company within two thousand barrels of the same quantity,—the average of that season being \$6.05 for 248,255 barrels.

The division of shipments between the different varieties has been as follows;

Blacks	Howes	All Odd Varieties
131,200 bbls.	99,721 bbls.	19,894 bbls.

as compared with the estimates reported at the September meeting of:

142,000 bbls.	109,000 bbls.	23,750 bbls.
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You will note from the foregoing figures that there is practically a ten per cent shrinkage between the estimates of production and the actual shipments that were made. It is my opinion that fifty per cent of this shrinkage was due to the unusual amount of "sun scald" that was prevalent upon practically every bog throughout the entire territory, the extent of which was not determined or appreciated until the actual picking of berries occurred, and that the balance of the shrinkage was due to a fungus disease that experience has taught us will be in existence in a season of high average temperatures in the Spring months followed by rainy weather in August. In other

words, I believe that the actual crop harvested was fully up to the estimates made before picking time.

Appreciating, as we did, the effect that the weather conditions would have upon the fruit, tests to determine the probable general keeping quality of the crop were carried on to a greater extent this season than in the past season, with the result that at the time of the picking of Early Blacks it was indicated by the tests that only about twenty-five per cent of that variety would have the high percentage of quality of the past two seasons, and that there was likely to be about twenty-five per cent of the crop which would show unusual poor keeping quality. This opinion was based upon the average result of decay found in samples of berries placed in the incubator at the Company's packing house at Tremont. I believe that Mr. Henry S. Griffith will have some interesting opinions upon this question of keeping quality, and I will leave further discussion of the subject to him.

When the shipping season opened we were faced with unusual conditions which seriously affected the proper marketing of the crop, but as I feel sure that these conditions will be described to you by Mr. A. U. Chaney, I will only say that because of them we were prevented from forwarding the usual percentage of Early Blacks during the month of September. The total shipments of Early Blacks during the first sub-division of the pool amounted to but 48,773 barrels compared with 52,966 barrels in the season of 1930 and 82,638 barrels in the season of 1926, a similar crop year for this Company, as I have already mentioned.

Due to the adverse conditions which continued throughout the month of October we had an unusual quantity of Early Blacks on hand in the early part of November, and it was necessary to extend the period of the Early Blacks Shipment for two weeks, making the closing date of the Shipment occur on December fifth. However, accounts were closed with sufficient promptness to allow final payments for this Shipment to be distributed to members before December 31st. The base average for the Skipper and Mayflower brands for this season was \$5.44 per barrel basis as compared with \$9.90 for the season of 1930 and \$6.94 for the season of 1926.

The marketing of the Odd Varieties was retarded by the same conditions that affected the shipments of Early Blacks, and final payments of proceeds of sales for the General Shipment could not be made until the latter part of January.

An unusual small quantity of Howes were forwarded in the month of November which resulted in there being on hand a total of 67,000 barrels of Howes on December 1st,—this being the largest quantity of Howes remaining unshipped on that date in the history of our Company.

Due, however, to the very accurate diagnosis of all market conditions by the Sales Agents we were enabled to ship the greater portion of these berries during the month of December and a total of over 63,000 barrels of Howes were forwarded during that month. The shipment of this unusual quantity during this period of time could not have been accomplished but for the most thorough co-operation and efficient action upon the part of our members, screenhouse foremen and other employees.

There were about 4,000 barrels of Howes on hand at the prescribed closing date of the General Shipment and it was extended for a period of two weeks, until January 9th; the Directors further voted that any Howes remaining unshipped at that time should be estimated by the method prescribed in the Rules and Regulations of the Company and that the responsibility of shipment of the quantity be assumed by the Company.

The vote of the Directors was duly carried out and it was determined that there was on hand at Company packing houses on January 9th an equivalent of 1,728 barrels of Howes. The shipment of these berries was made during the months of January and February. Account sales were received and adjustments made which enabled us to close the General Shipment on March 1st, and make payment of balances due to growers shortly after that date. The base average price for the Honker and Mistletoe grades in the shipment was found to be \$7.04 per barrel. This price is thirty cents per barrel above the base price of the same grades in the season of 1926.

In connection with the closing of the several General Shipments, I desire to list as a matter of record that the Directors held three meetings in consideration of the method of payment

for the various shipments upon which complaints had been received or rejections made. There was referred to them for disposition a total of seventy-six lots of Early Blacks comprising 15,472 barrels in comparison with twenty-six lots of approximately 5,000 barrels in the Season of 1930. Of Howes there was submitted to them a total of fifty items comprising 9,195 barrels in comparison with twenty-three items of 4,288 barrels in 1930. Although no doubt some portion of the increase in complaints may be directly chargeable to unsatisfactory and disturbed market conditions, the total serves as an indication of the decline in general keeping quality.

PACKAGES

The popularity of the quarter barrel box continues to increase as indicated by the fact that in the past season 881,125 of this style of packages were used whereas only 54,664 half barrel boxes were packed; this latter quantity representing about one-tenth of the entire crop. We anticipate that in another season the use of the half barrel box will continue to decline especially if conditions prevailing during the past season continue into, or throughout, the coming season.

I am pleased to report that the box manufacturers continue to co-operate with us in the maintenance of the standards as established by the Directors, and there are but few instances that have come to the attention of the management where improper boxes have been used by our members. The transportation companies repeatedly express their appreciation of the co-operation in the packing of our product in such a manner that it will arrive at destination without damage, and it is also appreciated by our customers as it materially reduces claims for damage and consequent delay in adjustments of accounts.

In connection with this increasing use and packing of quarter barrel boxes, the Manager bespeaks the interest of all members in providing themselves with mechanical shakers and presses for the proper packing of the fruit in these containers

COMPANY PACKING HOUSES

The following statement itemizes the quantities handled at each of the four houses :—

House	$\frac{1}{2}$ bbl. boxes	$\frac{1}{4}$ bbl. boxes	Equal bbls.
Tremont	6,790	43,048	14,157
North Carver	2,847	29,922	8,904
Plymouth	2,160	34,538	9,714 $\frac{1}{2}$
West Barnstable	1,563 $\frac{1}{2}$	25,789	7,229
	13,360 $\frac{1}{2}$	133,297	40,004 $\frac{1}{2}$

Due to the increasing of membership in Barnstable County which has resulted in increased patronage at the West Barnstable screenhouse, an addition was made to that building as authorized by the Directors, which more than doubles the capacity for handling berries at that point. An addition, the same size of the original building, was added to the Southerly end of the house and a well lighted and convenient screening room was extended on the West side of the building. That the increased accommodations were fully justified is evidenced by the fact that a total equalling 7,229 barrels were packed at that house this season in comparison with 4,104 barrels in the Season of 1930.

There have been no important changes made in the facilities provided at the other houses as they seemed adequate to meet the requirements but the general service has been improved this year through the purchase of a heavy duty Stewart Truck, which although being directly assigned to operations in connection with the Tremont house, has been very useful in distributing advertising material and other supplies to members and to other Company screenhouses. One of the Chevrolet trucks formerly used at Tremont was transferred to use in connection with the West Barnstable plant, and has improved the service there materially. The price charged to the growers for the service of the truck has been based on other truckmen's charges and has shown a fine credit balance, which has been entered to the credit of the cost of screenhouse operations.

A tabulation of our accounts shows that this quantity of berries was screened and packed for a total of one hundred and eighteen regular patrons of the houses, and that pie berries were packed for seventy-eight other members. The average size of crops handled is about two hundred and seventy-five barrels, but we did have one member deliver a quantity which screened out six quarter barrel boxes.

The operations of the screenhouses show an unusual and considerable charge on the debit side of the account for the past season which is due to two major facts. First,—there was carried over from the season of 1930 over \$12,000.00 worth of supplies, of which quantity practically fifty per cent consisted of half and quarter barrel boxes which had been purchased at current prices for that season; due to general decline in prices this material was, of necessity, billed to growers at a price approximately 20% below the inventory price. The other factor is that the Directors have now adopted a policy of charging a definite percentage of depreciation on buildings and equipment each season. In the opinion of your Manager, however,—and I believe that the Screenhouse Committee is in agreement,—this definite charge is more than doubly off-set by the intangible advantages of the screenhouses to all members of the Company. Their value was emphasized this past season in aiding very materially in the control of the distribution of the crop as well as providing storage space and facilities for the care of berries which were carried beyond the closing date of the pool.

FINANCIAL REPORT

You have at hand the financial reports for the past fiscal year. In submitting my statement I desire to call attention to one or two items in that report that are in excess of expense of other seasons, namely;—Telephone and Telegraph, Printing, Labels and Inspectors' charges. The increase in the items of Telephone and Expense of Inspectors amounts to practically \$1,000.00 more than last season, and is due, mainly, to the increased amount of effort and service necessary in obtaining the most complete information regarding the quality of the individual crops in order that the various lots might be properly distributed to the markets.

The increase in the item of Printing is caused by the reprinting of the By-laws and the Rules and Regulations, as well as providing individual pamphlets and cards for the convenience of members in relation to the grading of berries and the proper loading of cars. The increase in the Label item is due to the quantity of quarter barrel boxes used and the necessity of having an unusual supply of labels on hand to care for the large crop that was indicated by the early estimates made. These two items have added nearly \$1,500.00 to our expense for the past year.

Due to the reduction in sales prices of the crop, the two per cent that is allotted to the local Company was not sufficient to care for the expenses incurred, making it necessary for the Directors to instruct the Treasurer to retain an additional one per cent to care for the estimated deficiency. You will note that by the addition of this extra percentage the gross amount retained exceeds the total of expenses by approximately \$7,000.00; this balance will be credited to the individual accounts of growers in the proportion retained, and will be used to apply on any deficit that may be sustained by the American Cranberry Exchange on account of business done for this Company during the Season of 1931.

Many situations developed during the past season which required the most thorough co-operation upon the part of everyone, and I consider that this report would not be complete should I omit to thank the members for their splendid assistance in aiding the Manager to carry out the sales policy as planned by the officials of the American Cranberry Exchange.

TREASURER'S ACCOUNT FOR THE YEAR ENDING

MARCH 31, 1932

Receipts

Net amount reserved for expenses	\$48,720.89	
Received from sale of merchandise	46.43	
	<hr/>	\$48,767.32

Disbursements

Interest and Discount	\$4,616.29	
Postage	398.92	
Light and Heat	298.92	
Telephone and Telegraph	1,512.36	
Express and Carting	68.88	
Printing	1,123.49	
Stationery and Office Expense	430.71	
Salary Accounts	16,572.75	
Treasurer's Expense Account	936.70	
General Expense Account	869.79	
Expense of Meetings	458.71	
Contingent Fund	602.89	
Labels	3,969.97	
Insurance	479.02	
Taxes	251.20	
Inspectors' Salaries and Expenses	3,864.80	
Trademarks	15.00	
Automobile Account	853.22	
Office Equipment, Depreciation, etc.	582.17	
Screenhouse Depreciation Account—		
Buildings	\$909.32	
Equipment	1,251.62	
Operating	1,604.38	
	<hr/>	\$3,765.32
		<hr/>
		\$41,671.11
		<hr/>
Balance Expense Reserve Account		\$7,096.21

Summary of Cranberry Account

Paid Growers during fiscal year	. 1930 account	\$ 803.72
	1931 account	\$1,381,863.60
Advertising Assessments	1930 account	\$ 38.59
	1931 account	\$ 120,875.32

	Half Bbl.	Quarter Bbl.	40-lb.	Equal
Shipments	Boxes	Boxes	Cartons	Barrels
Early Blacks	26,215	471,411	600	131,200 $\frac{1}{4}$
Late Howes	27,376	332,282	7,408	99,721 $\frac{3}{4}$
Odd Varieties	1,073	77,432		19,894 $\frac{1}{2}$
	<hr/>	<hr/>	<hr/>	<hr/>
	54,664	881,125	8,008	250,816 $\frac{1}{2}$

NOTE:—

As this report was being prepared for printing, advice was received from the American Cranberry Exchange that the total of their expenses was \$12,560.09 in excess of the 5% of sales allotted to them.

The New England Cranberry Sales Company's proportion of this deficit, computed on a pro rata basis of total sales, amounts to \$8,532.98. This deficit will be adjusted and accounted for in the Annual Report for the current season.

AUDITORS' REPORT

The books and accounts of the New England Cranberry Sales Company for the fiscal year ending March 31, 1932 have been duly examined by the undersigned members of the Auditing Committee and the following statement of condition is submitted after examination and verification of all balances including those shown in the Treasurer's Report. The items of Real Estate, Equipment, Supplies and Machinery have been listed in accordance with the appraisal authorized by the Directors. We are pleased to report that all vouchers and records of transactions have been properly filed and are in good order.

Assets		Liabilities	
Real Estate & Buildings	\$84,010.00	Membership Fund	\$2,780.00
Equipment at Screenhouses	8,470.00	Operating Fund	88,739.28
Supplies at Screenhouses	9,403.17	Balance Expense Reserve	7,096.21
Office Equipment	5,150.00	Notes Payable	65,000.00
Picking Machine	2,500.00	Bog Loans Discounted	8,000.00
Automobile and Trucks	2,075.00		
Trademarks	1.00		
Merchandise	36.92		
Amer. Cran. Exch. Loan	16,000.00		
Notes Receivable	29,885.68		
Accounts Receivable	7,592.78		
Cash on hand	6,490.94		
	<hr/>		<hr/>
	\$171,615.49		\$171,615.49

Respectfully submitted,

T. T. VAUGHAN

RUEL S. GIBBS

ALBERT A. THOMAS

Auditing Committee.

REPORT OF HENRY S. GRIFFITH

The first thought that occurred to me when I started to compile this report was the absence of two of the official family who had stood loyally by the company since its organization, George R. Briggs who had been our President during the last twenty-five years of his life, and Clarence W. Maxim, a member of our Board of Directors.

With no part in the shipping during the season of 1931 I made my investigations without any preconceived bias. In my conversation with growers no stress was laid on fruit worms, and the fact that they were mentioned but a very few times in the complaints on the earliest shipments justifies me in saying that the infestation must have been below normal.

I calculated the size of the fruit on a wider range than for any previous season. In addition to the size reported by Homer L. Gibbs I had counts taken from various sections of the two Counties. I found the size of the Blacks as follows:

67 per cent large
22 per cent average
11 per cent small

A ten year average is 36 per cent large, 38 per cent average and 26 per cent small by which it appears that this variety was considerably above the average in size. The only year in which they were larger was the year 1922, while they were above the average in the years 1924, 1925, 1927 and 1928.

The size of the Howes were as follows:

64 per cent large
29 per cent average
7 per cent small

This is practically identical with the size of 1927, smaller than in 1922, while they were considerably above the average in 1925 and 1929.

More complaints were recorded against the shipments than in any other year of which I have a record, but in considering this matter it is well to give due weight to the unusual conditions

that characterized the marketing of the crop of the year. The year that nearest approached the record was 1926, the year of the largest crop. Seventy-six complaints were recorded against Blacks and fifty against Howes.

As I had heard much on account of rot I made the investigation with more than usual interest. I found that 18,000 barrels were on the black list, but when we see the 107,000 barrels that were accepted the story sounds better. Still 14 per cent is too heavy a toll. It seems that the rot developed early and apparently it fell heaviest in localities. With very few exceptions the lots handled at Tremont packing house were in normal condition. And with one of the large crops to market, the size of the fruit above the average, the most serious industrial depression in years, many of the growers in a nervous state of mind and ready to ship at any price and the markets loaded with consignments it is easy to understand that trouble developed. It is plausible to think that the base of the trouble was the last cause named above. Perhaps growers may learn sometime that there can be no healthy demand or stable price with markets filled with fruit to be sold at auction. Such a course is naturally followed by a skittish trade, cancelled orders, cars diverted in transit and delayed on the way to their destination and fruit packed ahead of orders. These factors landed a large per cent of the Blacks in the extreme high temperature of October and November. With a crop nearly 20 per cent above the crops of 1929 and 1930, 39 per cent of the Blacks were shipped in September against 60 per cent in 1929 and 50 per cent in 1930; and 24 per cent in November against 8 per cent in 1929 and 14 per cent in 1930. As usual 90 per cent of the complaints were on shipments to Districts 2, 3 and 6, but as these districts include the dumping grounds where lots of questionable keeping quality are shipped, and where surplus stocks are forwarded, we must expect this situation. One of the dreams we can indulge in is to imagine the time when we may understand the fruit well enough to confine all of our troubles to the canners and these dumping grounds.

I am pleased to say that incubator tests give renewed promise of becoming a valuable aid in a more intelligent distribution of the crops. Tests for the season made by Dr. Franklin at the

State bog and by Raymond Morse at the Tremont packing house were very interesting revelations. The results, developing rot from nothing to 33 per cent made a parallel line with the per cent of rot as reported by the market inspectors, and it is noticeable that the rot increased as the season advanced. This was anticipated and it explains some of our trouble with rot and also points out the danger in holding the Blacks for the late trade in seasons when they are not comparably sound. It would be interesting to analyse the story of these tests but time forbids. They are not without a tinge of humor. Two samples of the Stanly berry were tested. This is one of our poorest keeping varieties but no rot was developed in either sample. I doubt if those who have that variety will be induced to increase their acreage on account of that test. A sample of the Middleboro berry was tested in the first week in September and developed about 13 per cent rot. Another test was made the second week in September and developed more than 30 per cent rot. Those who raise that variety will admit that the incubator was "on to its job." May I hope that a more complete record of tests at the Tremont packing house the ensuing season will be preserved.

To judge the future by the past we know that serious situations are likely to develop in any season and so long as 40 per cent of the crop is subject to no law, and until the Exchange can control a larger per cent of the crop we must expect to take a chance. We have reasons for thinking that the marketing of the ensuing crop will be more harmonious for it seems hardly probable that all factors will be against us two seasons in succession, but, knowing the chaotic conditions that prevail I will quote what I said last year: "We can safely leave our interests in hands that have given abundant evidence of their ability to meet the trust."

The percentage of shipment of Blacks in the months of September and October in the last three years has dropped in the ratio of 92-86-74; with a corresponding increase in the shipments of November and December while the shipments of the total crop has dropped in the ratio of 48-54-44 for the first two marketing months. This is the result of a lack of faith in the situation on the part of the independent shippers who rush to

the markets in a hope of unloading before the crash. Perhaps they expect the co-operatives to withhold their shipments and however exasperating this may be the co-operatives have no course but to submit. Were we to take the same course all cranberry growers would be forced to sell on a demoralized market and accept bankrupt prices. And I think the co-operatives will continue to lend what protection they can to the blind shippers in order to save themselves and hoping that some time the sight of their brethren may be restored.

Following the calender months as near as I can without splitting a sub-division, and I may say that this affects my comparisons slightly, I find the shipments of Blacks by the month was :

39 per cent in September
35 per cent in October
24 per cent in November
2 per cent in December

Percentage of shipments of Odd Varieties :

3.7 per cent in September
1.1 per cent in October
64.3 per cent in November
27.1 per cent in December
3.8 per cent after Jan. 1st.

Percentage of shipment of Howes :

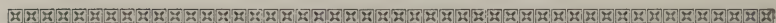
12 per cent in October
37 per cent in November
45 per cent in December
6 per cent after Jan. 1st

Percentage of shipments of the total crop :

21 per cent in September
23 per cent in October
33 per cent in November
23 per cent after Dec. 1st

This is the story. We are bound to meet discouragements but our condition is not critical. We have an efficient organization and so long as we stand loyally behind it, in spite of obstacles thrown in the way by other growers we will not be obliged to seek the aid of the Federal government.

Resolutions adopted by the Board of Directors

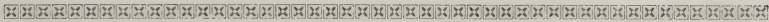


Under the divine law that transcends our wisest plans there comes a time when we must part, and on this occasion when we have met for the first time since our Company was organized in 1907 without the guiding hand of George R. Briggs as presiding officer, and in view of his long and disinterested service, not only in our interests but in the interests of all cranberry growers, it is appropriate for us to take some action as a token of our appreciation of that service.

As we view his life in retrospect we cannot conclude that it was accidental. Our industry had not progressed far when it was beset with serious problems on account of the haphazard methods of marketing the crops. As the years passed we saw those conditions gradually grow more desperate. We saw a few groping in the dark in search of a better way; we saw the imperative need of someone to make the sacrifice and work out some system that would assure those engaged in the industry a fairer share of the fruits of their labors. And as we look farther back it is hard to believe that it was an accident when a young man turned his back on a promising career in a great university to engage in a life-work so far from his boyhood dreams and who would be willing to make the sacrifice for the common good. We saw him devote twenty-five years of faithful work in the development of an ideal, and now we see as a result of that effort a sys-



at a meeting held on August 11, 1931.



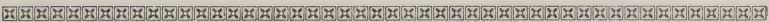
tem which vouchsafes to all engaged in the industry a larger measure of justice in the marketing of their crops. This is surely not an accident, and now as a formal expression of our appreciation of his service, we adopt the following resolutions:

RESOLVED that we commend the long and impersonal services of George R. Briggs as President of this Company as an inspiration for others and well worthy of emulation.

RESOLVED that we commend to his successor who will face perplexing problems and situations that will call for tact and patience, the example set by his predecessor, and we trust he will have some proportion of that zeal and enthusiasm that characterized our first President.

RESOLVED that we will take no backward step, but in honor of the memory of George R. Briggs we commend to all who are interested in the welfare of our common lot, to labor diligently and to make sacrifices for the common good in the end that the system may be preserved, believing as we do that we honor him best by upholding those ideals for which he gave the best years of his life.

RESOLVED that these resolutions be entered on our records and a copy thereof transmitted to his surviving family.



ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.

For the year ending March 31, 1933

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT
OF THE
ANNUAL MEETING

APRIL 20, 1933

List of Officers for 1933-1934

H. L. THATCHER & CO.
MIDDLEBORO, MASS.
1933

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1933

President

J. C. MAKEPEACE, Wareham

First Vice-President

L. B. R. BARKER, Bournedale.

Second Vice-President

R. S. GIBBS, Wareham.

Manager, Treasurer, and Clerk

A. D. BENSON, Middleboro.

Assistant Treasurer

SUE A. PITMAN, Middleboro.

Directors

R. Harold Allen, Taunton.	I. C. Hammond, Onset.
E. D. Atwood, South Carver.	John G. Howes, Middleboro.
H. R. Bailey, South Carver.	C. D. Howland, Plymouth.
L. B. R. Barker, Bournedale.	J. C. Makepeace, Wareham.
George Briggs, Plymouth.	W. F. Makepeace, W. Barnstable.
A. E. Bullock, Taunton.	W. E. R. Nye, Sagamore.
J. F. Carleton, East Sandwich.	B. E. Shaw, South Carver.
G. A. Cowen, Rock.	George E. Short, Island Creek.
L. A. Crowell, East Dennis.	Albert A. Thomas, Middleboro.
C. A. Driscoll, Osterville.	Paul E. Thompson, Middleboro.
H. J. Franklin, East Wareham.	W. E. Trufant, Whitman.
H. L. Gibbs, West Wareham.	Carl B. Urann, Wareham.
R. S. Gibbs, Wareham.	M. L. Urann, South Hanson.
S. B. Gibbs, West Wareham.	T. T. Vaughan, Carver.
Harrison Goddard, Plymouth.	William H Ware, Bournedale
H. S. Griffith, South Carver.	Frank F. Weston, Rock.
Colburn C. Wood, Plymouth.	

Executive Committee

E. D. Atwood, South Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	Paul E. Thompson, Middleboro.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee

R. S. Gibbs, Wareham.	A. A. Thomas, Middleboro.
	T. T. Vaughan, Carver.

Picking Machine Committee

E. D. Atwood, South Carver.	I. C. Hammond, Onset.
H. R. Bailey, South Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
	T. T. Vaughan, Carver.

Screening House Committee

L. B. R. Barker, Bournedale.	C. A. Driscoll, Osterville.
A. D. Benson, Middleboro.	R. S. Gibbs, Wareham.
L. A. Crowell, East Dennis.	J. C. Makepeace, Wareham.
	Colburn C. Wood, Plymouth.

Bog Management Committee

G. A. Cowen, Rock.	I. C. Hammond, Onset.
	T. T. Vaughan, Carver.

Directors of American Cranberry Exchange

E. D. Atwood, South Carver.	R. S. Gibbs, Wareham.
L. B. R. Barker, Bournedale.	I. C. Hammond, Onset.
Geo. A. Cowen, Rock.	J. C. Makepeace, Wareham.
	M. L. Urann, South Hanson.

REPORT OF ANNUAL MEETING

The twenty-sixth Annual Meeting of the New England Cranberry Sales Company, was held on Thursday, April 20th, 1933, in the Carver Town Hall, being called to order by President Makepeace at 10.30 A. M.

It was duly voted that the reading of the call for the meeting and the records of the previous meeting be waived.

The President welcomed the members and in his opening remarks stressed the importance of raising and shipping sound attractive fruit, urging all members to use every effort to accomplish this result.

The report of the Treasurer and Manager was read to the meeting at this time and was followed by the Auditors' Report which was submitted by Albert A. Thomas. Moved by Mr. Trufant, duly seconded and voted that these two reports be accepted and placed on file.

Henry S. Griffith was then called upon to make report of his observations regarding the keeping quality and general size of the fruit during the past season.

Mr. A. U. Chaney, General Manager of the American Cranberry Exchange, spoke at some length regarding the splendid results and prices obtained for cranberries during the past season expressing his deep appreciation to the members for their loyal support of the organization during his absence because of illness.

It was then voted to proceed to the election by ballot of a Board of thirty-three Directors, a Clerk and a Treasurer, and to make nominations for seven Directors to the American Cranberry Exchange. The polls were declared open at 11.45 A. M., and closed at 12.15 P. M., all members having voted who wished to do so.

A recess was taken at this time for lunch and the meeting reconvened at 1.45 P. M.

C. M. Chaney, Assistant General Manager and Treasurer of the Exchange, made report for the Sales Agents, illustrating his report by lantern slides showing the weekly movement of the crop during the season and prices obtained in comparison with

previous seasons, and with other commodities. Mr. Chaney also thanked the members and officers for the excellent co-operation which helped overcome the many difficulties experienced in marketing the crop.

Mac. E. Crabbe of New Jersey, travelling inspector and adjuster for the American Cranberry Exchange, made brief remarks regarding the importance of holding the respect of the trade, which he felt could be done by packing and shipping only the best quality of berries under our brands. He stated that the Exchange holds a very strong position with the trade because of the excellent reputation for maintaining the standard of its grades.

Norman Muzzey of the firm of W. W. Benjamin Co. of Boston, New England agents of the Exchange, spoke briefly regarding shipments received in Boston this past season, remarking especially of the excellent keeping quality and good condition of the fruit upon arrival.

Clyde McGrew of the American Cranberry Exchange made a few remarks regarding the scope of his work during the season 1932.

A very interesting letter from William R. Hefley of the firm of C. H. Robinson & Company, of Minneapolis, was read to the meeting. Mr. Hefley has been an agent of the Exchange for sixteen years and believes that there has never been a season when the Exchange so demonstrated its worth to the growers and the trade as it has in the season just passed.

Mr. Makepeace made a brief report for the Advertising Committee which was followed by a discussion as to plans for the coming season.

It was then moved by I. C. Hammond, seconded by William Crowell and unanimously voted that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment or tax of 50c per barrel on the cranberries marketed from the 1933 crop, the proceeds to be used for advertising or other special purposes related thereto, but for no other purposes.

The tribute in memory of Zebina H. Jenkins, as adopted by the Board of Directors, was read to the members; a unanimous standing vote was taken to spread a copy of this tribute on the records of this meeting.

* * * * *

By the death of Zebina H. Jenkins on February 4th, 1933, the New England Cranberry Sales Company, lost one of its most loyal members.

As a Director of this Company since 1909, and as a Director of the American Cranberry Exchange since 1913, Mr. Jenkins was closely identified with the growth of our organization.

Serving on many of the Company's important Committees, his experience and judgment were of great value, while his kindness and consideration made it a pleasure to work with him.

Honest and enthusiastic, his sound common sense, combined with unfailing courtesy, won the attention and respect of his associates.

Out of regard for his memory, be it hereby resolved that this tribute be placed on our records, and that a copy be sent to his family.

* * * * *

Russell Makepeace urged the members to endeavor to ship berries of uniform pack, stating that he found in his experience as one of the adjusters of the American Cranberry Exchange that the trade was extremely critical and inclined to reject shipments unless all boxes were of uniform appearance and quality.

At 3.15 P. M. result of the election was received and read by the Clerk. It was reported that a total of one hundred thirty-two votes had been cast and that the following were elected:

Directors: R. Harold Allen, E. D. Atwood, H. R. Bailey, L. B. R. Barker, George Briggs, A. E. Bullock, J. F. Carleton, G. A. Cowen, L. A. Crowell, C. A. Driscoll, H. J. Franklin, H. L. Gibbs, R. S. Gibbs, S. B. Gibbs, Harrison Goddard, H. S. Griffith, I. C. Hammond, John G. Howes, C. D. Howland, J. C. Makepeace, W. F. Makepeace, W. E. R. Nye, B. E. Shaw, George Short, Albert A. Thomas, Paul E. Thompson, W. E. Trufant, Carl B. Urann, M. L. Urann, T. T. Vaughan, William Ware, Frank F. Weston, Colburn C. Wood.

Clerk A. D. Benson *Treasurer* A. D. Benson

Nominations for Directors of the American Cranberry Exchange: E. D. Atwood, L. B. R. Barker, George A. Cowen, R. S. Gibbs, I. C. Hammond, J. C. Makepeace, M. L. Urann.

The meeting adjourned at 3.25 P. M.

Attest: A. D. BENSON, *Clerk*.

REPORT OF TREASURER AND MANAGER

At the last Annual Meeting a vote was passed that a committee composed of members in the several towns and districts be appointed in an attempt to increase the membership of the Company. Through the efforts of this committee a total of twenty new members were added having ownership of 261 acres of cranberry bogs in the several towns extending from Duxbury to Orleans. These new members have shipped a total equivalent to 6,946 barrels of berries, increasing our shipments by three per cent.

Our total shipments have amounted to approximately 238,000 barrels as compared with 251,000 barrels in the season of 1931. This quantity is about 8,000 barrels in excess of what our September estimates indicated would be shipped by our members. At that time it appeared from the summary of estimates made by us that the members would produce a total of 245,000 barrels and that of this quantity 15,000 barrels would be used for preserving purposes, leaving a balance of 230,000 barrels for this Company to market. Our shipments have been in excess of this estimate by over 2,500 barrels of Early Blacks, approximately 3,000 barrels of Howes and over 2,000 barrels of Odd Varieties. We are inclined to consider that the exceptional keeping quality of the fruit accounts for the major portion of the over-run rather than that our members made any serious errors in the average of estimates. This fine quality was remarked upon by all persons having anything to do with the handling of our product and was more noticeable because of the poorer quality of the crop of 1931, especially as regards Early Blacks.

As a further indication of the excellent quality of the fruit this season it is interesting to note that it has been necessary for the Directors to consider on account of complaints only forty-six lots of Early Blacks consisting of 6,808 barrels in comparison with seventy-six lots of 15,472 barrels last season. Of Howes they have considered a total of twenty-four shipments comprising 4,365 barrels in comparison with a total of 9,195

barrels in the season of 1931, and this in spite of general unsettled and highly competitive conditions of the market.

Mr. Chaney will undoubtedly explain to you the marketing situation so I will simply say that conditions enabled us to forward but slightly over 33,000 barrels of Early Blacks in the month of September as compared with nearly 49,000 barrels in the season of 1931, and 53,000 barrels in the season of 1930. During the month of October there was shipped by our members a total of only slightly above 27,000 barrels of this variety, resulting in our having on hand on November 1st the unusual quantity of practically 54,000 barrels of Early Blacks. The greater percentage of this amount was forwarded during the month of November there being approximately but 1,000 barrels of Early Blacks on hand December 1st. The General Shipment for this variety was extended for a period of two weeks and conditions permitted us to make final payments prior to the end of the year. The base average for the Skipper and Mayflower brands proved to be \$6.88 per barrel as compared with \$5.44 per barrel for the season of 1931, an increase of \$1.44 per barrel.

Because of the delay in the marketing of the Early Blacks it was deemed advisable and necessary to extend the General Shipment for Odd Varieties for a period of two weeks, the closing date of the Shipment being set forward to December 24th, but we were able to send out final statements on these varieties on January tenth.

Shipments of Howes were made as follows:—during the month of October 5,200 barrels, in November 18,600 barrels, and in December 62,950 barrels, leaving on hand on January 1st what we estimated to be about 18,000 barrels of this variety. Our sales agents were unsparing in their efforts to make proper distribution and sales of this variety during the month of January and the quantity was reduced by approximately 2,600 barrels during that month.

On February 3rd the Directors passed a vote that during the week ending February 11th the Manager should take over for the account of the Company all berries of the Howes variety then unshipped. The berries under twenty-nine different ownerships were carefully tested for probable out-turn and it was determined that there was something over 12,000 barrels

of berries on hand at that time. We have now disposed of this total quantity and acting under authority given by the Board of Directors estimates of probable proceeds for some unclosed lots have been made, which has enabled us to make final accounting for the General Shipment. Checks and statements are being mailed to our members today. The base average for the Honker Brand was found to be \$7.56 per barrel as compared with \$7.04 for the season of 1931, an increase of 52c per barrel.

A summary of results of sales for this past season in comparison with results obtained in the season of 1931 is of great interest to me and I feel it will be to you, so I crave your indulgence in quoting these additional statistics. In 1931 our averages for all classes of berries of the several varieties were as follows:—Early Blacks, \$5.70; Late Howes, \$7.62; Odd Varieties, \$6.34; or a general average of \$6.50 for the total shipment of 250,598 barrels, the total amount of money being \$1,629,446.00. During this past season, to March 31st, our averages have been:—Early Blacks, \$7.23; Late Howes, \$8.28; Odd Varieties, \$7.74; or a general average of \$7.72 for a total of 236,573 barrels for which we have received \$1,827,909.00; an increase of \$200,000.00, or an average of \$1.22 per barrel.

PACKAGES

The greater portion of our shipments for the past season have been made in the quarter barrel box, which is certainly continuing to hold its popularity with the trade. Shipments of half barrel boxes have declined, there being but 21,000 used during the past season.

We continued our experiments in the use of a smaller package and shipped a quantity equal to approximately 3,900 quarter barrel boxes in cartons holding twelve and twenty-four one-pound boxes. The results were not sufficiently satisfactory to warrant your Manager recommending that further experiments should be continued beyond the disposition of the quantity of packages that we have on hand.

The Manager again asks the co-operation of members in

making use of mechanical shakers and presses for the proper packing of quarter barrel boxes.

COMPANY PACKING HOUSES

These houses continue to take a definite place in the operations of the Company and there has been shipped from the houses a total equal to 23,308 barrels divided as follows;—

House	Crates	Half-bbl. boxes	Quarter-bbl. boxes	12-lb. cartons	24-lb. cartons	Equal Barrels
Tremont	130½	2255½	37771	880½	3475	11593½
North Carver		212	13220			3411
Plymouth		287	18312			4721½
W. Barnstable		93	14144			3582½
	130½	2847½	83447	880½	3475	23308½

The average cost of screening at all four houses has been 29.1c per barrel. Besides providing accommodations for the delivery of advertising, labels and miscellaneous supplies, these houses have been very useful in supplying members with packages for the harvesting of their crops, a total of over 23,000 packages being loaned to growers for which rental in the amount of \$672.89 has been received.

FINANCIAL REPORT

In submitting report of Income and Expenses for the past season I am pleased that we are able to show a decrease of over \$5,000.00 in the total of expenses, and that although it is not a large amount we are able to show a balance of receipts over expenses of \$909.96. I am of the opinion that this balance will be increased to some extent when the final sales on estimated lots have been received and the final accounting completed.

We again express our appreciation to our members for the splendid co-operation given to us throughout the season and which has aided materially in making it possible for us to render what we consider to be a most satisfactory report of results of the past cranberry season in comparison with the marketing and financial results obtained by growers of other perishable commodities.

TREASURER'S ACCOUNT FOR THE YEAR ENDING

MARCH 31, 1933.

Receipts

Net amount reserved for expenses	\$36,381.65
Received from sale of merchandise	6.12
	<hr/> \$36,387.77

Disbursements

Interest and Discount	\$3,584.48
Postage	527.67
Light and Heat	265.88
Telephone and Telegraph	1,658.51
Express, Freight and Carting	44.30
Printing	328.10
Stationery and Office Expense	417.99
Salary Accounts	16,088.50
Treasurer's Expense Account	1,067.20
General Expense Account	1,147.37
Expense of Meetings	325.32
Labels	2,201.13
Insurance	793.13
Taxes	176.40
Inspectors' Salaries and Expenses	2,645.86
Trademarks	15.00
Automobile Account	662.38
Office Equipment, Depreciation, etc.	500.00
Screenhouse Depreciation Account—	
Buildings	\$947.00
Equipment	1,200.95
Operating	880.64
	<hr/> \$3,028.59
	<hr/> \$35,477.81
Balance Expense Reserve Account	<hr/> \$909.96

Summary of Cranberry Account

	Half Bbl.	Quarter Bbl.			Equal
Shipments	Boxes	Boxes	Crates	Cartons	Barrels
Early Blacks	10,593	436,663	679		114,688
Odd Varieties	334	80,024		246	20,234
Late Howes*	10,303	388,424	60	3,669	103,194
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	21,230	905,111	739	3,915	238,116

* The totals of Estimated Lots are included in these figures.

Unshipped	April 1, 1933—In General Shipment	470 Bbls.
	In Other Lots	135 Bbls.

Paid Growers during fiscal year	1931 account \$	218.93
	1932 account	\$1,451,431.97

Balances due on account of Howes General Shipment \$146,998.00

Assessments for Advertising to March 31, 1933	\$65,643.03
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Collections to be credited account Howes Shipment	\$48,284.87
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AUDITORS' REPORT

The books and accounts of the New England Cranberry Sales Company for the fiscal year ending March 31, 1933 have been duly examined by your Auditing Committee.

Cash Book footings and entries representing Income and Expense for the operation of the local office were verified. The several bank balances and cash on hand at the office were checked and found correct. A typical grower's account was followed through from shipping of berries to final accounting, all figures and transactions in connection with this account being verified.

All the items appearing on the Balance Sheet of Assets and Liabilities herewith submitted were carefully checked, and are listed in accordance with the appraisal authorized by the Directors.

Assets;—The Real Estate account represents property owned by the Company in Wareham, Carver, Plymouth, Barnstable, Middleboro, and Chicago. Equipment at Screenhouses represents the various machinery used in the operation of the packing houses. Supplies at Screenhouses consist of boxes, nails, paste, and merchandise carried by the Company for the convenience of its members. Office Equipment represents equipment at the Middleboro office, consisting mainly of typewriters, book-keeping machines, adding machines, printing machines, files and office furniture. The Picking Machine account represents one picking machine owned by the Company. Merchandise consists of paste and nail strippers on hand at Middleboro. The item of Notes Receivable represents certain Bog Loans, the totals of which were verified and the Picking Machine Loan account which is correct according to records. The American Cranberry Exchange Loan represents an Operating Fund Loan to the Exchange. Accounts Receivable represents open accounts with the American Cranberry Exchange in New York and Chicago, and with various growers; these were verified by statements on file and appear correct. Cash on hand represents bank balances and petty cash.

Liabilities;—These several items are self explanatory and appear correct from a verification of the records.

We are pleased to report that all vouchers and records of the numerous transactions of the Company have been properly filed and are in good order.

Assets

Real Estate and Buildings	\$84,718.00	
Equipment at Screenhouses	8,575.00	
Supplies at Screenhouses	12,726.82	
Office Equipment	5,375.00	
Picking Machine	2,500.00	
Automobile and Trucks	1,275.00	
Trademarks	1.00	
Merchandise	59.44	
Amer. Cran. Exch. Loan	16,000.00	
Notes Receivable	28,385.68	
Accounts Receivable	77,270.46	
Cash on hand	23,096.72	
	<hr/>	\$259,983.12

Liabilities

Membership Fund	\$2,960.00	
Notes Receivable Discounted	3,000.00	
Operating Fund	87,098.65	
Balance Expense Reserve	909.96	
Cranberries	166,014.51	
(Shipments unclosed)	<hr/>	\$259,983.12

Respectfully submitted,

ALBERT A. THOMAS

RUEL S. GIBBS

THEODORE T. VAUGHAN

Auditing Committee.

REPORT OF HENRY S. GRIFFITH

The season of 1932 will pass as an abnormal one in many ways. The outstanding features, as I see them, were the philosophical patience of co-operatives; the discouraging industrial conditions; the good keeping quality of the fruit which enabled the growers to hold without serious loss from decay; the fact that a larger percentage of the crop than usual was held for the late Autumn and Winter months and the clear cut tactics of independent shippers who forced their crops on the markets secure in the thought that their friends in this company would "take the rap."

Size of the Fruit

The size, according to my calculations, was smaller than the average season. I find the Blacks 30 per cent large, 44 per cent average and 26 per cent small as compared with a four year average of 39 per cent large, 41 per cent average and 20 per cent small. Howes 34 per cent large, 50 per cent average and 16 per cent small as compared with a four year average of 49 per cent large, 38 per cent average and 13 percent small.

Keeping Qualities

Considering market conditions together with the fact that 47 per cent of the Blacks were shipped after Nov. 1st and 75 per cent of the Howes after Dec. 1st, the losses through decay were remarkably light. Incubator tests conducted by Dr. Franklin at the State bog, and Raymond Morse at the Tremont Packing House, did not develop rot to an extent to cause uneasiness. An indication of the value of these tests may be seen in the records of Dr. Franklin. Samples taken from a section of the State bog showed 4.7 per cent rot in the test of Sept. 1-8; 8.9 per cent in the test of Sept. 10-17; 14 per cent in the test of Sept. 19-26; and 36.2 per cent in the test of Sept. 27-Oct. 4. A sample of Middleboro berries from another bog showed 19.1 per cent rot in the test of Sept. 1-8; and 12.2 per cent in the test of Sept. 10-17. Those who saw the crop on the State bog before the harvest and those acquainted with the characteristics

of the Middleboro variety will not marvel at these results. It is pleasant to be able to say that the story of the complaints follows the line laid down by the incubator tests. There were no complaints on the Howes shipped until after Dec. 1st, but the complaints on Blacks were scattered throughout the season, and considering all factors it is evident that the keeping quality was above the average season. In the case of 20 of the 46 lots of Blacks impounded the word "decay" was not mentioned, and in nearly all of the other lots the percentage of rot reported was below what we have been led to assume is a reasonable tolerance.

Eleven lots were refused on account of the undersize of the fruit and most of these were adjusted by placing them in the Chanticleer grade. I note the interesting fact that while one lot was refused on the ground that the fruit was too light, eight lots were turned down for the reason that the fruit was too dark. "Slack pack" and "Overripe" are common items in the story of complaints, and all complaints were on shipments to Districts 1, 3 and 6. These Districts include the best cranberry consuming markets, with Boston, New York and Chicago, where all lots are consigned which, for various reasons, cannot be sent to any other market.

Twenty-four lots of Howes went before the directors for adjustment, and when we consider that all of the complaints were on shipments after December 1st which included 75 per cent of the crop, double the percentage of the crop shipped in the Winter months of the average season, and with market conditions of a discouraging nature we may regard it as fortunate that the complaints were so few.

Marketing

In my calculation of monthly sales it is understood that I follow the calendar month as near as I can without splitting a sub-division. Thus I include Howes shipped in October under the head of November for the reason that the first sub-division did not end until Nov. 12th. I find the monthly sales as follows:

Blacks

30 per cent in September
23 per cent in October
47 per cent in November

Odd Varieties

72 per cent in November
28 per cent in December

Howes

24 per cent in October and November
61 per cent in December
15 per cent after January 1

The total crop

15 per cent in September
11 per cent in October
36 per cent in November
31 per cent in December
7 per cent After January 1.

It is interesting to compare the September sales with sales after December 1st in the last four years.

Sold in September	Sold after Dec. 1st
1929 29 per cent	18 per cent
1930 26 per cent	25 per cent
1931 21 per cent	23 per cent
1932 15 per cent	38 per cent

This indicates that in the last four years September sales have been diminishing in about the same proportion that December sales have been increasing. This, to a large extent, may be charged to the shipments of independent packers, thus forcing co-operative shippers to withhold shipments for the protection of the markets.

It seemed to me that conditions for the season approached the season of 1914, and but for the better organization, with the advertising department, the results must have been as disastrous. While the campaign of the season was a severe tax on the patience of the growers I think it is conceded that the course

of the selling agency netted better returns than could have been attained in any other way, and while it is unfair to place all of the costs and sacrifices for the protection of the market on the shoulders of the co-operatives, it is beyond controversy that had the co-operatives followed the course of the independent shippers the markets would have been demoralized at the start not to recover during the season and bankrupt returns must have been the result.

The conditions of the season were ideal for illustrating the benefits of co-operation and the possibilities of what might happen without it. If the co-operative spirit among 60 per cent of the growers can save the markets under the conditions of the season, it is plain to see the power in the hands of 80 per cent of the growers. But it is evident from remarks casually made that there are many growers who have no conception of the law of marketing. Those who assume that the growers who held were holding for speculative purposes are totally in the dark. If we can convince them that we held for their benefit and to protect the markets perhaps they might decide to take a more honorable course.

Under most trying conditions; with the markets diminished by unemployment and business discouragements among the consumers; with other fruits selling on dead markets at a loss to the producers; with a large part of cranberry growers shipping without regard to consequences we see this association of co-operatives, with sales 5 per cent below the next preceding year, returning the growers 18 per cent more. And but one reason can be advanced why cranberry growers did not meet the fate of other fruit growers.

But with these accomplishments we see signs that indicate that we are nearing "the parting of the ways." There is a spirit of restlessness in the ranks over being called upon to make sacrifices for the benefit of those who show no gratitude for the favor. Competition among cranberry growers is unnecessary—under present world conditions a price cutting war would be a crime—but in the event of a large crop if a large percentage of the growers insist upon it we have no alternative but to accept the challenge.

Condition of Cranberries on Arrival at the Market

MAC. E. CRABBE

During the last four years I have been traveling representative for the American Cranberry Exchange. Adjusting and calling on the retail trade. I have inspected carload lot shipments even more carefully than the receiver and for this reason I want to give you something of his attitude.

The first look at a car is important. If the boxes are in place and neatly piled right side up with the labels neatly on and clean boxes, the buyer immediately thinks the shipper has been careful and so if berries look fairly good he will accept without hesitating. A shifted hap-hazard load he will examine carefully and complain pettishly about making a reasonable adjustment difficult.

The Wisconsin growers generally take particular care in car packing. They pile all boxes lengthwise to the car in rows leaving an open space between each row, each cross row being stripped with lath and the rows lengthwise bulkheaded at doorway making end-play impossible regardless of amount of rough treatment the car gets in transit. This gives by far the best impression to the buyer.

The receiver especially complains of irregularity in size, color and condition between different boxes. He wants the whole car consistent, that is, if there is irregular size and color and condition in berries he wants that irregularity carried out with consistency throughout, the same in every box. I do not fully agree with our President in that we should grade out to more uniform sizes. The trade wants and may drive us to shipping nearly mould like berries in size and shape. Nature unfortunately does not favor us in producing this condition. The trade will never be satisfied and will continually ask for better fruit costing the growers great amounts to install separators to produce the grades wanted.

The receiver will always tap the top of the boxes to tell by sound if there is a slack pack, he will shake the boxes and if there is any rattle you can be sure the shipper will have to take a loss. The receiver never tolerates slack pack. He feels the shipper has put one over on him and resents it.

The berries as they appear in the stores are seldom attractive to one like myself who has seen them packed. I cannot see how people ever buy them, they have so much decay. This is due to a natural cause for few berries are less than a month old when seen in a store. That is more reason for the need of careful handling in cleaning and packing and the need of shipping good berries.

Our success this year was due absolutely to keeping a demand through advertising, without which we all would have taken a sleigh ride with the other farmers.

ANNUAL REPORT
OF
NEW ENGLAND
CRANBERRY SALES CO.
MIDDLEBORO, MASS.

For the year ending March 31, 1934

New England Cranberry Sales Co.
MIDDLEBORO, MASS.

REPORT
OF THE
ANNUAL MEETING

APRIL 20, 1934

List of Officers for 1934-1935

H. L. THATCHER & CO.
MIDDLEBORO, MASS.

LIST OF OFFICERS
OF THE
NEW ENGLAND CRANBERRY SALES COMPANY
FOR THE YEAR 1934

President

J. C. MAKEPEACE, Wareham

First Vice-President

L. B. R. BARKER, Bournedale.

Second Vice-President

R. S. GIBBS, Wareham.

Manager, Treasurer, and Clerk

A. D. BENSON, Middleboro.

Assistant Treasurer

SUE A. PITMAN, Middleboro

Directors

R. Harold Allen, Taunton.
E. D. Atwood, South Carver.
H. R. Bailey, South Carver.
L. B. R. Barker, Bournedale.
George Briggs, Plymouth.
A. E. Bullock, Taunton.
J. F. Carleton, East Sandwich.
G. A. Cowen, Rochester.
L. A. Crowell, East Dennis.
C. A. Driscoll, Osterville.
H. J. Franklin, East Wareham.
H. L. Gibbs, West Wareham.
R. S. Gibbs, Wareham.
S. B. Gibbs, West Wareham.
Harrison Goddard, Plymouth.
H. S. Griffith, South Carver.

I. C. Hammond, Onset.
John G. Howes, Middleboro.
C. D. Howland, Plymouth.
J. C. Makepeace, Wareham.
W. F. Makepeace, W. Barnstable.
W. E. R. Nye, Sagamore.
B. E. Shaw, South Carver.
George E. Short, Island Creek.
Albert A. Thomas, Middleboro.
Paul E. Thompson, Middleboro.
W. E. Trufant, Whitman.
Carl B. Urann, Wareham.
M. L. Urann, South Hanson.
T. T. Vaughan, Carver.
William H. Ware, Bournedale.
Frank F. Weston, Carver.

Colburn C. Wood, Plymouth

Executive Committee

E. D. Atwood, South Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	Paul E. Thompson, Middleboro.
J. F. Carleton, East Sandwich.	M. L. Urann, South Hanson.
R. S. Gibbs, Wareham.	T. T. Vaughan, Carver.
I. C. Hammond, Onset.	Colburn C. Wood, Plymouth.

Auditing Committee

R. S. Gibbs, Wareham.	A. A. Thomas, Middleboro.
T. T. Vaughan, Carver.	

Picking Machine Committee

E. D. Atwood, South Carver.	I. C. Hammond, Onset.
H. R. Bailey, South Carver.	J. C. Makepeace, Wareham.
L. B. R. Barker, Bournedale.	W. E. R. Nye, Sagamore.
S. B. Gibbs, West Wareham.	Paul E. Thompson, Middleboro.
T. T. Vaughan, Carver.	

Screening House Committee

L. B. R. Barker, Bournedale.	C. A. Driscoll, Osterville.
A. D. Benson, Middleboro.	R. S. Gibbs, Wareham.
L. A. Crowell, East Dennis.	J. C. Makepeace, Wareham.
Colburn C. Wood, Plymouth.	

Bog Management Committee

G. A. Cowen, Rochester.	I. C. Hammond, Onset.
T. T. Vaughan, Carver.	

Directors of American Cranberry Exchange

E. D. Atwood, South Carver.	R. S. Gibbs, Wareham.
L. B. R. Barker, Bournedale.	I. C. Hammond, Onset.
Geo. A. Cowen, Rochester.	J. C. Makepeace, Wareham.
M. L. Urann, South Hanson.	

REPORT OF ANNUAL MEETING

The twenty-seventh Annual Meeting of the New England Cranberry Sales Company was held in the Carver Town Hall on Friday, April 20th, 1934. In the absence of the President the meeting was called to order by Vice-President Barker at 10:45 A. M.

The Clerk read the call for the meeting after which the records of the last meeting were read and duly approved.

The Treasurer then submitted his report for the fiscal year ending March 31, 1934. This was followed by the report of the Auditors, which was read by Mr. Ruel S. Gibbs. Upon motion being duly made and seconded vote was taken that these two reports be accepted and placed on file.

A paper was then read by Mr. Henry S. Griffith which contained many interesting items in relation to the keeping quality and general condition of the crop during the season of 1933.

A paper was read by Mr. Barker which gave an explanation of the recent agreement made between the Cranberry Sales Company and Cranberry Cannery Inc. General discussion was had in relation to the plan and as it became apparent that the matter could not be disposed of before lunch, a vote was taken to proceed to the election by ballot of a board of thirty-three Directors, a Clerk and a Treasurer and to make nomination for seven Directors to the American Cranberry Exchange.

The polls were declared open at 12:20 P. M. and were closed at 12:40 P. M. it having been ascertained that all members had voted who wished to do so.

A recess was then taken for lunch and the meeting reconvened at 1:45 P. M. when general discussion was again had in relation to the canning agreement. Motion was offered by Mr. Nye that in order to ascertain the sense of the meeting in regard to the canning contract that a vote be taken to see if the members approved of the project. By a showing of hands it was found that forty-four members voted in favor and that no members voted against the question.

The meeting then gave attention to Mr. A. U. Chaney, General Manager of the Exchange, who spoke at some length regard-

ing the conditions existing during the past season and showed slides depicting the various shipments and price trends.

Mr. C. M. Chaney spoke in relation to the general trade conditions and the cooperation received from brokers and customers.

Mr. Hildebrant of the Gotham Advertising Agency was then called upon to address the meeting in relation to advertising. In his remarks he paid high compliment to the members of the Advertising Committee of the Exchange stating that they watched expenditures very carefully.

Mr. E. C. McGrew of the American Cranberry Exchange made a few remarks concerning the traffic conditions and other conditions existing during the past season.

Mr. Russell Makepeace was then called upon to give an outline of his experiences as travelling inspector of the Exchange during the season of 1933. He particularly stressed the necessity of packing and shipping only the quality of berries represented by the label placed upon the boxes.

The matter of advertising assessment for the coming season was then discussed and Mr. Trufant offered a motion that the Directors of the New England Cranberry Sales Company be authorized to levy an assessment, or tax, not exceeding 50c per barrel on the cranberries marketed from the 1934 crop, the proceeds to be used for advertising or other special purposes related thereto but for no other purpose. Mr. Nye in speaking upon the motion called attention to the fact that the committee appointed two years ago to obtain new members had received some criticism from independent shippers because of the amount of the advertising assessment, it being given as the major reason for not joining the Company. Mr. Herbert Atwood offered an amendment to the motion that the assessment be placed at 30c per barrel, but as the amendment was not seconded, vote was taken on the original motion. It was found that 38 persons voted in the affirmative and none in the negative.

The Clerk then announced the result of the election. It was reported that a total of 122 votes had been cast and that the following were elected:

Directors: R. Harold Allen, E. D. Atwood, H. R. Bailey, L. B. R. Barker, George Briggs, A. E. Bullock, J. F. Carleton, G. A. Cow-

en, L. A. Crowell, C. A. Driscoll, H. J. Franklin, H. L. Gibbs, R. S. Gibbs, S. B. Gibbs, Harrison Goddard, H. S. Griffith, I. C. Hammond, John G. Howes, C. D. Howland, J. C. Makepeace, W. F. Makepeace, W. E. R. Nye, B. E. Shaw, George Short, Albert A. Thomas, Paul E. Thompson, W. E. Trufant, Carl B. Urann, M. L. Urann, T. T. Vaughan, William Ware, Frank F. Weston, Colburn C. Wood.

Clerk A. D. Benson *Treasurer* A. D. Benson

Nominations for Directors of the American Cranberry Exchange

E. D. Atwood, L. B. R. Barker, George A. Cowen, R. S. Gibbs, I. C. Hammond, J. C. Makepeace, M. L. Urann.

Mr. Trufant then spoke in relation to the prospective advance in the price of containers noting that the advance amounted to from 30% to 40% over the price of last season. He offered a motion that a committee of five be appointed by the Chair to confer with other members of other associations in an endeavor to obtain concerted action in remonstrance against this increase in price.

Voted that all reports and addresses made at this meeting be printed in pamphlet form and a copy be sent to each member.

Adjournment was taken at 4:45 P. M.

Attest: A. D. Benson, *Clerk*.

REPORT OF TREASURER AND MANAGER

Conditions existing at the time of harvesting and of shipping the crop of 1933 were most unusual and disturbing. Weather conditions during the growing season had been ideal and as the time approached for harvesting, it was apparent that the size of the crop would be decidedly in excess of the previous year. Our early September estimates indicated that the members of this Company would produce over 260,000 barrels of fruit and of that quantity it was anticipated that we would handle 245,000 barrels.

No one could foresee the unexpected and unusual rainy season which came on immediately following the start of the harvest, nor could anyone predict the extent of the labor disturbances of the harvesting period. The result of these conditions was that the berries continued to grow in size and in many instances their keeping quality was seriously affected by the excessive moisture. No one appeared to realize how much of the crop had been affected both in quality and in quantity until our second survey in October which, because of climatic conditions and consequent delay in picking, we were unable to complete until later than usual. The result of this estimate showed an increase of crop over the September estimate of practically 8% and conditions at the time indicated that the shrinkage due to scald and disease would amount to approximately 10%; this being true, the two factors would practically offset each other.

Shipments of Early Blacks, in general, started on September 8th as anticipated but, due to conditions which no doubt will be explained to you by the Sales Agents, we had only shipped by the end of September approximately 35,000 barrels of the then estimated quantity of 136,000 barrels. By the end of October, shipments of this variety had amounted to approximately 75,000 barrels and we had raised our estimate of the quantity to be shipped to over 150,000 barrels, thus leaving us with approximately half of our Early Blacks to be marketed.

At that time it was known that the fruit was of much poorer quality than for the past few seasons. Recognizing this fact the Directors of your Company instructed a committee, duly ap-

pointed,—“to formulate and apply any feasible plan for taking from 5,000 to 10,000 barrels of Early Blacks and Odd Varieties off the general market”.

It is the firm belief of your Manager that this action helped materially in preventing the sales price of all shipments from going to lower levels and though it is true that the quantity was not sufficient to enable the Sales Agents to advance the sales price of those varieties yet the action taken certainly aided in maintaining prices at the existing figure.

By consistent and persistent efforts on the part of the Sales Agents, the major portion of the balance of the Early Blacks was disposed of during the month of November and by December 1st we had shipped 151,000 barrels of Early Blacks and were enabled to clean up the remaining quantity by the end of the following week so that on December 9th our total shipments of Early Blacks amounted to something over 155,000 barrels or 20,000 barrels more than were estimated on September 6th. By the estimating of the proceeds of some of the shipments and by the united efforts of all concerned, we were able to send out final statements and checks on the entire shipment, prior to January 1st.

The base price for Skipper and Mayflower brands in the first sub-division of the shipment proved to be \$5.46 per barrel as compared with the price of \$5.44 in the season of 1931, when a total of 135,000 barrels of Early Blacks were shipped.

The shipments of Odd Varieties have amounted to but 2,000 barrels more than the September estimate but due to the unusual quantity of Early Blacks to be marketed shipments of these various varieties were retarded and it was necessary to extend the general shipment period by adding two additional sub-divisions, the shipment closing on December 23rd instead of December 9th as originally planned. Final statements on these shipments were forwarded on January 31st and prices were approximately 4c per barrel above the prices of the season of 1931.

Our September estimate of Howes indicated a total of 91,000 barrels to be harvested but on October 21st we increased that estimate to approximately 98,000 barrels and later to 100,000 barrels. Shipments of this variety have been made as follows: During the month of October approximately 3,500 barrels; dur-

ing November approximately 20,000 barrels; leaving an estimated quantity of something over 76,000 barrels on hand December 1st. At that time the market was seriously affected by conditions which will be fully reported to you by Mr. Chaney, and it seemed then that we must choose between two courses of procedure, namely, should we continue to hold the price of Howes, being aware of the poor quality of the fruit, or should the price be cut by at least \$1.00 per barrel in an endeavor to encourage purchases by consumers? If the price had been reduced it would have resulted in a loss of at least \$80,000.00 to the shippers of this variety and decision was reached that the price should be maintained even though it meant the carrying over of some considerable portion of the Howes crop until after the first of the year and it was considered that the growers would receive more money if that plan was followed.

During December we shipped approximately 56,000 barrels of Howes and on January 1st we estimated that we had something over 20,000 barrels of that variety left. The Sales Agents continued to force sales in so far as possible during the month of January and we were enabled to pack and ship approximately 6,000 barrels during that month. On January 30th at a meeting of the Board of Directors held in Middleboro a vote was passed "that the closing date of the Howes General Shipment should be fixed as February 10th, and that the Manager be authorized to make estimate prior to that date of all unshipped Howes taking them over for the account of the Company and making proper adjustment with growers".

The work of estimating was undertaken immediately following this meeting and berries of sixty-nine different ownerships were carefully tested for probable outturn. It was determined that the quantity then on hand, to be accepted by the Company for inclusion in the Howes General Shipment, amounted to 14,521 barrels.

We are pleased to report that this entire quantity, subject of course to shrinkage, was practically all disposed of prior to March 31st and acting under authority given by the Board of Directors proceeds were estimated on a few unclosed lots and final statements for the Howes Shipment were put into the mail on March 31st. In order that our members may appreciate that the de-

cision to maintain prices was a profitable one, as well as protecting and maintaining the market price of shipments already made, let me say that for a total of 18,703 barrels which we had on hand January 1st we have received a total of \$100,861.25 which gives us an increased return of something over \$20,000.00 in excess of the money that we would have received had the price been cut and had all the berries been sold prior to January 1st. These figures also take into consideration the shrinkage and extra cost of screening and packing of the berries. The base average for Honker brand in the General Shipment was \$6.28 per barrel. The difference in quantity of Howes estimated and the quantity actually shipped amounted to 2,960 barrels; thus the total quantity of Howes paid for amounted to 100,174 barrels and gives a total crop of 275,935 barrels handled by your Company, by far the largest crop ever marketed through this organization. Likewise the total crop for Massachusetts was the largest ever produced. Although our membership has not varied greatly from last season, the unusual quantity of berries produced by what is termed marginal bogs resulted in the reduction of the proportion of the crop handled by your Company from 68% for 1932 to 58% for this season.

PACKAGES

The greater portion of our crop was shipped in quarter barrel boxes, there being something over a million of these packages used this season, in comparison with approximately 21,000 of the half barrel boxes. Experiments with smaller packages continued to be made but we are convinced that we should confine ourselves so far as possible to the use of the quarter box and induce all interested parties to agree upon the standardization of one package which would have all the desirable features necessary to secure proper delivery of cranberries to the ultimate consumer.

COMPANY PACKING HOUSES

I am presuming that all of our members are thoroughly convinced of the very definite place that the Company Packing Houses have in our operations and in the disposition and dis-

tribution of the crop, so I will only report the quantity screened at the several houses and the cost of screening, which were as follows:

House	Half-barrel boxes	Quarter-barrel boxes	12-lb. carton	Equal Barrels
Tremont	4,222	68,529	266	19,276½
No. Carver		40,397		10,099¼
Plymouth	694	31,724		8,278
W. Barnstable	688	21,427		5,700¾
	<hr/> 5,604	<hr/> 162,077	<hr/> 266	<hr/> 43,354½

Average cost of screening at all four houses was 28.85 cents per barrel.

FINANCIAL REPORT

I beg to submit the usual report of Receipts and Disbursements for the past season but before explaining the items of that report I desire to make reference to my report of last year in which it was shown that the Balance of Expense Reserve amounted to \$909.96 more than was paid out for expenses. I wish to recall to your minds that this amount was the balance shown on March 31, 1933, and was necessarily incomplete due to the fact that the Howes General Shipment had not been closed at that time and final payments were not made until April 20th. This caused us to make estimates of the proceeds of berries unsold, the amount of advertising assessments, and the amount of Expense Reserve. After all adjustments had been made and proper credits given to the several accounts, it was found that the actual amount to be credited to the Reserve Fund for the Season of 1932 amounted to \$4,509.20, thus showing that our expenses for that season were kept well within the amount available. This amount was duly transferred to the Operating Fund account and proper credits to all membership loans were set up on our books. This balance becomes a part of the Operating Fund which is due as of March 31, 1943.

As I have touched upon this matter of Operating Fund Loan it seems to be an opportune time to mention the statements which we sent out to the members on September 18th. I trust that the members understand that these statements are issued in accordance with the amendments to the By-laws which were passed at the Members' Meeting held on April 12, 1932, and show

the total amount of loans made by the several members to the Company which provide Operating Capital and which are in lieu of Capital Stock. In some cases these statements as issued show a debit to the growers' accounts and in order to avoid any misunderstanding I beg to explain that these debits are in no way connected with the operating expenses of the Company for the immediate season, but are due to the readjustment of the members' original loans, and are occasioned by the difference in the size of the crop and amount of proceeds received in the Season of 1932, as compared with the amount of proceeds and consequent loan made to the Company for the Season of 1922. In other words if the crop of any grower in 1932 was larger than the crop in 1922, ten years previous, then his proportion of the loan would be greater, with a consequent debit to his current account. In contrast, a grower having a smaller crop in 1932, (or in any season compared with a crop of ten years previous) receives a credit statement and check for the corresponding amount. The totals of checks issued equal the totals of debits rendered, the gross amount of loan to be paid and then re-borrowed remaining unchanged unless some membership interest has been cancelled in accordance with the By-laws, but each member participates in that loan on the basis of his crop for the current season.

I now call your attention to the items of the Treasurer's Account for the season just closed. Comparison with last year's statement will show you that the Expense Reserve Account is but \$1,700.00 less than in the previous season. The quantity of berries screened at Company Packing Houses was 20,000 barrels more than last season with consequent increased activity and use of the buildings and trucks so that the income from that source, before deducting depreciation has amounted to \$7,003.32. The amount of depreciation charged off is listed in the items of Disbursements and has been established by the Directors on the basis of 2% of the value of the buildings and 10% of the value of equipment. This makes a total of \$2,237.95 depreciation charge to be deducted from the amount of Gross Income, leaving a Net Income of \$4,764.37 on account of Greenhouse Operations. This is the largest income ever received from that source and is mainly due to the increase in crops of members delivering

their berries to these houses for packing, as well as to increase in patronage.

The items of Disbursements are in accord with the previous season with the exception of a few items. There is an increase of over \$1,500.00 in the amount paid for Labels and Inspectors' Services. This can be charged directly to the increase in the size of the crop over last season which occasioned an additional quantity of labels to be used and increased the number of visits made to growers by the Inspectors.

There is a reduction of over \$800.00 in the Treasurer's Expense and General Expense Account.

You will note that one of the items in the Depreciation Account is that of the Picking Machine Loan in the amount of \$1,000.00. For a number of years the amount of this loan has been carried on the books at the face value of the notes which were given in exchange for funds used to carry on experiments in the development of a picking machine. At the time that the twenty picking machines were delivered to our members a certain allowance was made for each machine and was applied on the total of the notes, thereby reducing the total loan. Because of inactivity in this work during the past two or three years the Directors have felt it advisable to reduce this item of the assets by the amount shown.

Notwithstanding these depreciation charges which were definitely fixed by the Directors and which will be made on the same basis in each succeeding year, we are able to show a balance in the Expense Reserve Account of \$8,457.88. This amount will be increased slightly when the final sales are received on the 356 barrels of berries which were on hand on March 31st.

In closing this report I again express appreciation to the members for their forbearance during the many trying periods of the season, and trust that they recognize that the results as reported could not be obtained were it not for the unified, conscientious, and earnest work on the part of their employees, coupled with the excellent support given to such endeavors by the membership of the Company.

TREASURER'S ACCOUNT FOR THE YEAR ENDING

MARCH 31, 1934.

Receipts

Net amount Expense Reserve from sales	\$34,606.72	
Received from sale of merchandise	7.09	
Interest Chicago Building Loan	875.90	
Operating income of Screenhouses & Trucks	7,002.32	\$42,492.03

Disbursements

Interest & Discount	\$	14.64	
Postage		560.17	
Light and Heat		374.23	
Telephone and Telegraph		1,742.88	
Express, Freight and Carting		55.63	
Printing		219.50	
Stationery and Office Expense		506.46	
Salary Accounts		16,477.50	
Treasurer's Expense Account		896.95	
General Expense Account		574.09	
Expense of Meetings		316.27	
Labels		2,547.41	
Insurance		536.70	
Taxes		162.79	
Inspectors' Salaries and Expenses		3,800.72	
Automobile Account		633.65	
Depreciation Account,—			
Office Building		421.70	
Office Equipment		436.91	
Automobile		518.00	
Picking Machine Loan		1,000.00	
Screenhouse Buildings		1,219.00	
Screenhouse Equipment		1,018.95	\$34,034.15
Balance Expense Reserve Account			\$ 8,457.88

Summary of Cranberry Account

	Half Bbl.	Quarter Bbl.	Crates	Cartons	Equal Bbls.
Early Blacks	14,278	591,911	1,254		155,534¾
Odd Varieties	207	80,293	147		20,225¾
Late Howes*	7,302	385,166	596¼	266	100,174½
	<hr/> 21,787	<hr/> 1,057,370	<hr/> 1,997¼	<hr/> 266	<hr/> 275,935

*The totals of Estimated Lots are included in these figures.

Unshipped April 1, 1934—Howes Shipment	191½ Bbls.
Others	164¾ Bbls.
Paid Growers during fiscal year—1932 account	\$125,929.64
1933 account	\$1,481,460.78
Balances due account shipments unclosed	\$533.77
Advertising Assessments remitted to American Cranberry Exchange for 1933 account,	\$122,138.45

AUDITOR'S REPORT

Your Auditing Committee respectfully submits the following report after having examined the books and accounts of the New England Cranberry Sales Company for the fiscal year ending March 31, 1934.

In making the examination we checked the various entries of Income and Expense for the local office, verifying the cash book footings as well as all bank balances. In accord with our usual custom, verification was made of all transactions in connection with a typical grower's account checking from the shipping of the berries to the final accounting of proceeds.

We find that the various items of Real Estate, Equipment, Supplies, Machinery, etc., have been listed in accordance with the appraisal authorized by the Board of Directors, proper depreciation having been deducted from the several accounts.

Assets;—The item of Real Estate and Buildings represents the appraised value of the four Company Packing Houses, the Office Building in Middleboro, and the Company's interest in the Sales Building in Chicago. The machinery, etc., used in the operation of all the packing houses is listed under the heading of Equipment at Screenhouses and the item which is listed as Supplies represents the total value of all boxes, nails, paste and other merchandise now on hand at the several houses. The item of Office Equipment is the amount of the present appraised value of the office furniture at Middleboro including printing machines, adding machines, files, etc. The Company owns one Picking Machine which is listed as shown. The item of \$2,600.00 is the total present value of the three trucks and one automobile owned by the Company. The items of Trademarks and Merchandise need no explanation. The American Cranberry Exchange Loan is the same as last year and is the Operating Fund Loan to the Exchange. The amount of Notes Receivable as shown on the statement is the Picking Machine Loan and the total of certain bog loans, the several items of which have been duly verified. Accounts Receivable is the total due from the American Cranberry Exchange and from various individual growers. Cash on hand includes balances at the various banks and cash in the office.

Liabilities;—The several items as listed have been duly verified and in general are self explanatory. The Operating Fund is the total of yearly loans made to the Company by its members, and the item of Balance of Expense Reserve Account has already been explained to you in the report of the Treasurer.

All vouchers and records of the transactions of the Company were found to have been properly filed and are in good order.

Assets

Real Estate and Buildings	\$ 84,749.00
Equipment at Screenhouses	7,687.50
Supplies at Screenhouses	13,454.73
Office Equipment	5,100.00
Picking Machine	2,500.00
Automobile and Trucks	2,600.00
Trademarks	1.00
Merchandise	127.55
Labels	725.00
Amer. Cran. Exch. Loan	16,000.00
Notes Receivable	28,185.68
Accounts Receivable	25,454.86
Cash on hand	5,074.30
	<hr/> \$191,659.62

Liabilities

Membership Fund	\$ 2,850.00
Notes Receivable Discounted	2,300.00
Operating Fund	92,127.82
Bills Payable	85,000.00
Balance Expense Reserve	8,457.88
Contingent Fund	390.15
Cranberries (Shipments unclosed)	533.77
	<hr/> \$191,659.62

Respectfully submitted,

RUEL S. GIBBS

T. T. VAUGHAN

ALBERT A. THOMAS

Auditing Committee.

PAPER BY HENRY S. GRIFFITH

As a preface to my story of the season of 1933 I take the liberty of clipping two items from the memory of our earliest experiences. The first crop of the cooperative companies was sold in 1907 under conditions approaching delirium. Everything was new. The rules and regulations had not been tested either in the local or the national field. Could our selling agent sell one half of the cranberries raised in the country. The packers were suspicious and fearful, and the office was a Bedlam never to be forgotten; an acid test of the mettle of the treasurer-manager that would have broken a less optimistic soul than Frank N. Churchill. As an illustration of the season's agnosticism it may be said in truth that after the Exchange had reported the markets supplied with a request that shipments be suspended we shipped one thousand barrels a day. And when the Company met in Middleboro in 1908 for its first annual meeting an air of suspense rested over the gathering. A. U. Chaney arose to give the report of the first marketing season with a frown on his face. He was met with a loud app'lause; a smile drove away the frown, and he opened his address with these words: "When you can give me such a hearty applause as that after the experiences of last season I have no fears for the success of this Company." And now after the vicissitudes of more than a quarter century with the problems of the years baffling and pregnant with serious consequences, I set it down as a mark of the genius of the man and the goodness and loyalty of the human family to be able to say that the confidence of our growers in their selling agent has never wavered.

The second item marks the changes in the method of packing that have transpired since this Company was organized. In the early years I had the longest list of the inspectors having a large proportion of the smaller growers and as Thanksgiving approached many of my growers had odd lots of the Odd Varieties packed and awaiting orders. As the holiday neared the packers became suspicious of the ability of the selling agent to sell their fruit and I faced a storm of pessimism. When arrangements were made to market the lots Mr. Churchill told me he had ordered a car placed and I was to load it with all of those small lots and send it to New York. I executed the order and filled

the car to the eaves and all packed in barrels. It contained nearly all of the brands and varieties from the lowest to the highest grades. A few days after the car was forwarded Mr. Churchill told me over the telephone that Chester Chaney told him if he ever sent him another car like that he would shoot him at sight. To understand the story it is necessary to know that the New York markets at that time had begun to turn down the large packages and in handling our shipments to that market our agent often found it advisable to take the fruit from the barrels and the Cape Cod crates and repack in New Jersey crates, and after paying for the duplicate packages better returns were netted the growers than had the shipment been sold in the original packages.

Size of the Fruit

According to my calculations from specimens taken from the usual sections the fruit was above the average in size. The Blacks stand at 52 large, 40 average and 8 small as compared with ten year average of 37, 38 and 25. The only years since I have kept a record in which the Blacks were larger were the years 1922 and 1931. The Howes stand at 56 large, 42 average and 2 small as compared with a ten year average of 44, 38 and 18. The fruit of this variety was larger in the years 1922, 1925, 1927 and 1931.

Keeping Qualities

On this point the season was a most interesting one. The condition of the fruit was the worst I have seen, and the main door through which we escaped disaster was in the way the shipments were handled. In the matter of developing a way of forecasting the keeping quality in advance of the marketing season I have been interested since the year 1914 so it was pleasing to note the experiences of the season of 1933. Early incubator tests by Truran at the State bog and Morse at the Tremont Packing House developed rot that indicated a crop below the average in keeping quality. And in conjunction with these tests the observations of Dr. Stevens on his theory of forecasting keeping qualities by noting the temperature and precipitation conditions during a vital part of the growing season pointed in the same direction. The letter of Dr. Stevens to Dr. Franklin on this point is so timely and characteristic that I quote it in full.

"I would not willingly add to the worries of anyone connected with the Cape Cod cranberry industry, for newspaper reports (exaggerated I hope) indicate that they have troubles enough. However, I believe you will be interested in my annual trial forecast of keeping quality.

May and June were unusually warm; only two years since 1912, have shown a higher index figure. There were 21 days with rain in July and August. As you know, I do not like either of these symptoms. In every year of record (1912 to date) which has had these two conditions combined, the Cape Cod cranberry crop has been below average in keeping quality.

The results of the first set of incubator tests just sent in by Truran are also unfavorable. While there are several lots of Early Blacks which show no rot, nine lots show more rot than last year and the average is more than 1931. The few lots of 'fancy' berries tested are even poorer. The available evidence indicates that the cranberry crop of Carver and Wareham will be below average in keeping quality, and that it will be advisable to use all possible care in its distribution.

You realize, of course, that I have not seen the bogs this season; that there may be factors I have not considered and that for a number of reasons I may be wrong. For the sake of my friends in the industry, I hope so."

Copies of this letter were furnished the Exchange and John J. Beaton, and generally passed along to other distributors and packers so that the growers might be prepared for the situation.

I cannot say too emphatically that the knowledge of the condition of the fruit in advance of the shipping season was valuable; but I doubt the wisdom of advertising the situation. Had the fruit of the season been placed on the markets under the methods and theories of two decades ago the consequences must have been disheartening. But the knowledge of the condition enabled the distributors, mainly if not entirely the Exchange and the John J. Beaton shippers, to hold the strictly poor lots from the fresh fruit markets. The fact that rot develops faster in overripe fruit added a disturbing factor. The rains that de-

layed the harvest forced the harvesting of many of the Blacks in a condition that called for tireless care, and to save the situation the distributors named above united and withheld fifty cars of the poorest fruit from the markets which was sold later to the canners at a nominal price. This was a favor to the entire industry—even to the shippers who paid no part of the sacrifice. Had that fruit been forced upon the markets already overloaded the consequences must have been disastrous, and I firmly believe that the losses to the industry in the sale of the better grades would have exceeded the sacrifices on that fifty car block.

The story of the complaints was not the conventional one. Usually the cause of complaints is varied, including in addition to rot, size, color, fruit worms, lack of uniformity etc., but such causes were very rare and the one word that marked the story for the season was decay. A comparison of the number of complaints with previous years means nothing. There were sixty complaints against the shipment of the Blacks as compared with 46 in the next previous season, and 23 against the Howes as compared with 24 the season before. The fact that there were practically no more complaints against the shipments in the year of the poorest keeping qualities than there were in the year of the best keeping qualities must be credited to the knowledge of the condition of the fruit and the methods of selecting and segregating the poorest lots. I have no way of knowing what percentage of the fruit was sold to the canners or sacrificed but it must have been considerable, and as it is of such momentous value to the industry it is nothing less than injustice and ingratitude that so many growers did not share the losses.

Marketing

Marketing a crop of cranberries is a complex problem—a mixture of human nature and finance. The growers hold the key; if they would use it the problem would be solved. It is my pleasure to touch lightly on the human side. Marketing the crop of 1933 followed the rule of the last five years with decreased sales in September and increased sales in November and December. The month of shipment, expressed in percentages, follows:

	Sept.	Oct.	Nov.	Dec.
Blacks	30	23	47	
Odd Varieties			49	51
Howes		10	19	71

I note that 8% of the Howes of 1932 was sold after Jan 1st, and 7% of the crop of 1933 also, but in these statements I include these lots in the December shipments.

Sale of the total crops of the last five years by months.

	Sept.	Oct.	Nov.	Dec.
1929	29	19	34	18
1930	26	28	21	25
1931	21	23	33	23
1932	15	11	36	38
1933	17	19	35	29

This presents a graphic picture of the market situation from year to year and with heartening signs. I assumed that the size of the crops might affect the sales but the assumption vanished when I noticed that in 1932, with the smallest crop in the last five years, 38 per cent was unsold Dec. 1st while in 1933 with the largest crop in the last five years but 29 percent was unsold on December 1st. To place it in another form only 62 percent of the smallest and best crop in the five year period was sold before December 1st, while 71 percent of the largest and poorest crop was sold before the same date in 1933. It is possible that the crops of New Jersey and Wisconsin affected the situation.

I read an optimistic sign in the table. Season after season when November arrives we begin to hear doubts expressed on the possibility of selling the entire crop, and I can say to those who are inclined to be pessimistic: Read this table and take hope. We have arrived at a better understanding in the matter of decay, and the entire crops of the last five years, the hardest five years industrially in our history, have been sold. The crop of 1932 when 38 percent was staring us in the face when Winter arrived, was no exception. I may properly say here that I believe that sound cranberries, under proper storage conditions, will stand without serious shrinkage until April 1st, and in the future if the crop has been disposed of at the time of the annual meeting we may consider ourselves among the fortunate.

I wish I could say something that would convince all grow-

ers that a percentage of the crops is not good enough to carry a label. It cannot be possible that an entire crop can be advertised as selected stock. The percentage of the defective stock will vary from year to year, but the point to be aimed at is to admit the fact, and this will open the door to better grading, better prices and a more cheerful membership. It will be a rare year when this part of the crop cannot be disposed of without harming the appearance of the better grades upon the markets. If all growers were in the cooperative companies such an improvement could easily be achieved, but with so many growers ready to take advantage of any opening we can consider it only as a dream. Stories were in circulation during the last season to the effect that good marketable Blacks were sold to the canners. Such sales, saving costs of screening and packages, were said to net the grower as good returns as could be expected under the marketing conditions of the time. It was even hinted that one firm of canners placed fruit on the market that was purchased for canning purposes. This story was not verified but it is undoubtedly true that sound stock was sold to canners at the canning price. I mention this as an illustration of what we may face in any movement made for the betterment of the industry, from growers not bound by any system of law or ethics.

I have heard individual shippers boast of obtaining better prices than I did. I have been asked why the Exchange cannot obtain the prices the individual shippers sell for. There is but one answer to this question—the Exchange can and does. It is all in the method. Our aim is to sell the entire crop. We know all growers cannot sell at the same time and on the same market. We know markets differ but all must be supplied to use up the total crop. We sell for the industry and we get the price in all of the markets. We do not give one member the price obtained in the highest market and another the price obtained in a lower market, and then listen to hear one member boast of his superior salesmanship. As the crop cannot be sold at one time we know the shipper who holds to sustain the markets is entitled to credit for his consideration. We know the shipper who supplies the poorest markets for the benefit of the industry should not, in justice, stand the discount alone. When

we go among our members to select the poorest lots which we hold from the fresh fruit markets and sell to canners for a nominal price we know we are doing it for the benefit of the entire industry—even for those who have nothing but sneers for the favor—we know it is our duty to share the discount with the victim of conditions beyond his control. All of these cooperative efforts naturally lower the average price.

The individual shipper adopts a different method. If he obtains the price he is satisfied; he boasts of his superior salesmanship; what his neighbor obtains is no concern of his. He watches us as a cat watches a mouse. If I am in a hurry to learn the opening price of the Exchange I ask the first individual shipper I meet. We know that the individual shipper who watches the cooperatives and who has no consideration for others, who cannot obtain a price above the average is a stupid salesman; we know if he boasts of his feat he is a dull scholar for it is what we do for him that gives him his opportunity. And we know as well as any apparent fact can be known that if all of the returns of all of the shipments of all of the individual shippers could be known and tabulated, even if they do nothing and pay not one cent for the betterment of their industry, their averages would be less than ours. And we know that method of marketing is doomed; it is a relic of the past that will fade under the light of the 20th century, and seeing so vividly what our industry would be without an organization of growers to sustain the markets we can look upon our backward brethren with pity and face the future with hope.

An Explanation of the Recent Agreement Made Between The New England Cranberry Sales Company and Cranberry Cannery, Incorporated

As members of the New England Cranberry Sales Company, you probably all know that arrangements have been made to dispose of some of our berries by canning. The Committee appointed to investigate the subject was not unanimous, the Directors who were present when the agreement was made were not unanimous; and by the same token it is to be expected that some of the members here to-day will not approve of this plan.

My problem is to try to make the matter as clear as possible to all of you, for every member has a right to know exactly what the Directors are doing and why they are doing it.

At a Directors' meeting held January 7th, 1932, it was voted that the President appoint a committee of five to consider the question of making a contract for canning a portion of the Sales Company's crop. Mr. Makepeace named Messrs. Ellis Atwood, L. B. R. Barker, George A. Cowen, Ruel S. Gibbs, and Harrison Goddard. On January 13th the Committee was organized, with Mr. Barker as chairman and Mr. Benson as clerk. Since our own President is Treasurer of Cannery, Inc., and other members are on its Directorate, we felt that the best arrangement could be made with that company. Moreover, Cannery, Inc., has developed the canning of cranberries right here in our own territory and already has modern equipment and ample capacity for any requirements that we might have.

Your Committee held nine meetings, four of which were in conference with the management of Cannery, Inc. But in spite of these long-drawn-out negotiations, the Committee reported that it was unable to reach an agreement with Cannery, Inc., and for the time being the subject was dropped.

Last fall, after worrying through a very trying picking season made memorable by rains and riots, we discovered that we had a much larger crop of cranberries than we had estimated. The market was loaded with tender fruit. Receivers refused to take any more berries till this weak stock was out of the way. To try to force more of them on the market would have made a bad situation worse. In this crisis the same canning committee

that had acted before was re-appointed, and was instructed by the Directors to arrange for the sale of 10,000 barrels of weak berries to the canners. Obviously this was a sale made under the most unfavorable circumstances. No one really wanted these berries. One of the outside canners had overbought on weak fruit and had been unloading on our demoralized fresh fruit market. Canners, Inc. had already arranged for all berries that they normally needed. They were willing to step into the breach, provided the price was low enough. As a result, our 10,000 barrels went to them at \$2.00 per barrel. Naturally we furnished no shipping boxes.

These berries, as you know, were taken into the Early Black pool. The work of adjustment was done by the office, and the Committee was relieved of every detail. I am convinced that this plan had a great strategic value. In addition to the Sales Company berries, a considerable number of independent berries were also delivered to Canners, Inc. As a result, our sound berries went forward rapidly, and a disastrous season was averted. In fact, as compared with other commodities, cranberries more than held their own.

I want to remind you of the difference between our depression markets of recent years and the bull markets that used to make produce speculators happy. In those days dealers loaded up with berries way ahead of consumptive demand and made enough money on rising prices to cover an occasional lot that went bad. To-day they almost wait for the ultimate consumer to plan his meals before they send their orders.

We ship the first round of berries, and then we wait for orders; and as we wait our tender berries get weaker and weaker. Realizing the seriousness of this state of things, some of your Directors, as the season advanced, became more and more interested in the possibilities of canning as a regular outlet for our weak fruit. Our members and those in New Jersey who have furnished the regular supply of berries for Canners, Inc., have expressed great satisfaction with the arrangement. When there are no orders for fresh fruit, these growers keep their packing houses running by screening for the canning plant. Whenever an order comes in from the Sales Company, the screeners are on hand and ready to pack it promptly. Early in the season, of

course, a very fair job of screening can be done at low cost on berries of known poor keeping quality, and the increased barrelage on these lots through lack of shrinkage is an important consideration.

I realize that this is a somewhat tedious introduction to the subject in hand, but it is intended to show what influences led up to a vote of the Directors at a meeting held December 27th, 1933, instructing the same committee to look into the question of canning a part of the Sales Company's berries.

For reasons previously stated, the Committee took the matter up once more with Cannery, Inc., rather than with outside canning companies. It was soon decided that 10% of the berries of any season might very properly go to the cannery. These would include pie berries, overripe and tender berries, and berries of known poor keeping quality. But this 10% is not 10% of your berries or of mine. It may be none of yours or all of mine, or vice versa. It is 10% of all of the berries shipped by the New England Cranberry Sales Company taken collectively. Therefore to insure fairness to every one, these berries must be included in our pooling system. The details of this plan will be worked out this summer, I hope to your satisfaction. The inspectors will make careful comparisons of the different lots of berries with the aid of incubator tests, and with the cooperation of the owners they should be able to select the worse keeping lots,—in other words, the lots that would give the American Cranberry Exchange the greatest trouble.

As Mr. Cowen had made plans for a trip to Florida, he was only able to attend our first meeting. We were unfortunate in thus losing the benefit of his excellent judgment and advice.

As in 1932, we had session after session, until some forty hours had been spent in seemingly useless discussion. The great trouble was that we could not agree with Cannery, Inc. as to price. We considered some five methods of payment, and at last we agreed reluctantly to the present plan. I should qualify this statement, however, for Mr. Atwood simply could not conscientiously agree with the rest of us, and took a minority position as opposed to the plan. Please do not think that he has withdrawn from the Committee, for he will be of the greatest help to us in perfecting our pooling arrangements this summer.

To understand the proposition agreed upon, you must bear in mind that Cannery, Inc. is a cooperative company like ourselves. We open the market at a certain price, but do not know what we shall finally get for our berries. In the same way the canner hopes that his goods will sell at such and such prices, but the final result is just as uncertain. We as a cooperative company turn over 10% of our berries to this other cooperative company. They do not promise us a definite price, but they do promise a method of determining our share of the profits of the business. Moreover, they welcome an investigation of their books at any time to verify the results of this method of payment.

The contract with Cannery, Inc. was drawn up by Mr. Quarles of Ropes, Gray, Boyden, and Perkins. Reduced to simple form, the plan is as follows, and for this purpose let me call Cannery, Inc. the Packer and ourselves the Company:

1st. The Packer is to be reimbursed for all expenses incident to canning and selling the berries.

2nd. The Company is to receive the first \$3.00 per barrel of profit obtained from the sale of these berries.

3rd. All profit in excess of \$3.00 is to be divided into two equal parts, one of which is to be reserved by the Packer and the other is to go to the Company.

4th. After the Packers' share of these profits reaches an amount equal to a dividend of 8% on his capital stock plus an additional 2% on his capital stock (to set up as a reserve fund), the plan changes. If there is any profit beyond this point, it all is to go to the Company.

The Company agrees not to sell to any other canner. Cannery, Inc. agrees to accept any berries that have been shipped to a market in any part of the United States and have become unfit for sale as fresh fruit. These berries, moreover, will be handled for our account on the same basis as though they were delivered locally.

While our contract calls for 10% of the Company's berries as a whole, provision is made to use the same form of contract for those growers who as members of Cannery, Inc. or for other reasons, wish to ship a definite proportion of their crops to the canning company. But these shippers do not, under such a contract, share in the pooling advantages to which I have referred,

since they are paid independently.

The canners' year does not coincide with the growers' year; and in fairness to the canners it was found necessary to draw up our contract for two years instead of one.

Your Directors have voted to try this plan on a basis of 10% of our crop. Remember it is the least valuable 10%, that some of it would normally rot, and that it requires no shipping boxes. Most important of all is the fact that its removal will add to the value of the remaining 90%.

Both the Committee and the Directors have taken this matter very seriously, and personally I feel very optimistic about the result.

LEBARON R. BARKER,
Chairman.



